

FPM

FINANCIAL POST MAGAZINE



THE WONDER WOMEN WHO SET CANADA'S AGENDA

Plus

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THE ANNUAL
BOSSIES
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DEC.
2016

+ SPECIAL SECTION: CANADA'S MOST POWERFUL WOMEN: TOP 100 BY WXN

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12.2016



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EDITORIAL Editorial Director Kevin Libin, Editor Andy Holloway | **ART** Art Director Geneviève Biloski, Deputy Art Director Becky Guthrie **FINANCIAL POST MONEY (EDITORIAL)** 365 Bloor Street East, 3rd floor, Toronto, Ontario M4W 3L4 | Phone: 416-383-2300 | E-mail: letters@financialpostmagazine.com, Customer service: 1-800-668-7678 | www.financialpostmagazine.com **FINANCIAL POST MONEY (ADVERTISING)** 365 Bloor Street East, 3rd floor, Toronto, Ontario M4W 3L4 | phone: 416-383-2300 | fax: 416-442-2949 | E-mail: advertising@financialpostmagazine.com | Financial Post Magazine is published six times a year by The National Post, a division of Postmedia Network Inc. Contents copyright. Financial Post Magazine is included with subscriptions to National Post in Canada. The next issue will be published on April 4, 2017 (subject to change). Publications mail registration number 40069573. Return undeliverable Canadian addresses to: Financial Post Money 365 Bloor Street East, 3rd floor Toronto, Ontario M4W 3L4

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Every year WXN names 100 of the country's top leaders to this list, for a total community of over 900 remarkable women across the public, private and not-for-profit sectors. These Award Winners become mentors to other professional women across Canada through our Top 100 Wisdom Mentoring program. By signing up, you get direct access to their personal insights, networks and on-the-ground perspectives on what it really takes to succeed. Why not tap into powerful?

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TALENT THRIVES AT BLG



Congratulations to Amélie T. Gouin, named a Future Leader at the Women's Executive Network's Canada's Most Powerful Women: Top 100 Awards.

Amélie has demonstrated her leadership abilities and drive from day one as an associate in BLG's Commercial Litigation Group in Montréal. She has won the respect of her clients, colleagues and peers through achieving success in many significant commercial litigation matters, providing countless hours of *pro bono* services, and serving as the President of the Board of Directors of the Young Chamber of Commerce of Montréal.

Amélie T. Gouin

agouin@blg.com

blg.com

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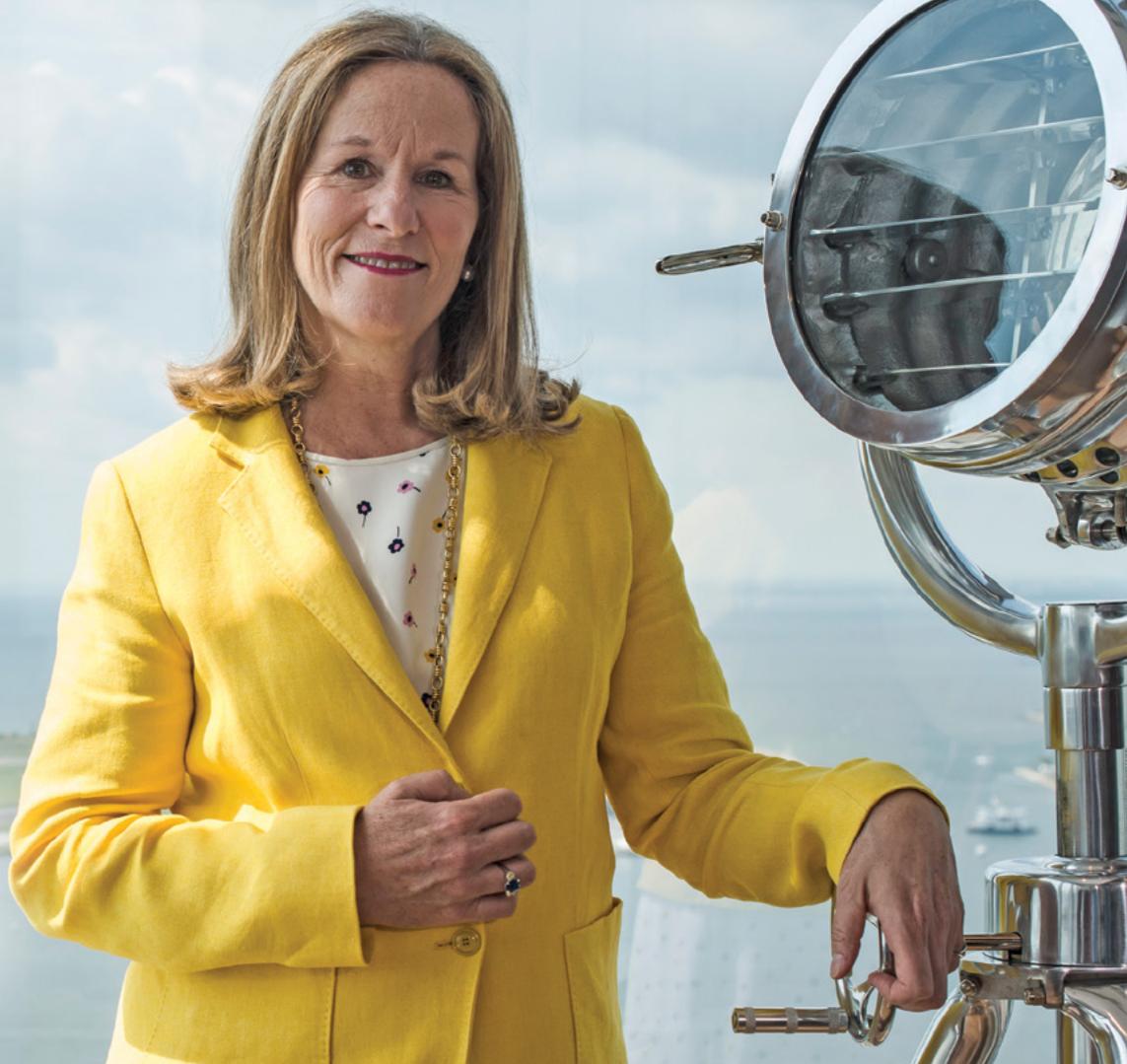
CANADA'S MOST POWERFUL WOMEN TOP 100

WOMEN'S EXECUTIVE NETWORK HONOURS 100 OF CANADA'S
PRIVATE, PUBLIC AND NOT-FOR-PROFIT SECTOR LEADERS

THIS SECTION WAS CREATED BY CONTENT WORKS, POSTMEDIA'S COMMERCIAL CONTENT DIVISION, ON BEHALF OF WOMEN'S EXECUTIVE NETWORK.

JENNIFER TORY PHOTOGRAPHED BY CHRISTOPHER KATSAROV

JENNIFER TORY, GROUP HEAD, PERSONAL AND COMMERCIAL BANKING, RBC, KNOWS HOW HARD IT CAN BE FOR WOMEN TO BRIDGE THE CONFIDENCE GAP. SEE PAGE 30



RAISE YOUR VOICE: CELEBRATING PROGRESS TO INSPIRE THE NEXT GENERATION

BY SHERRI STEVENS



Sherri Stevens
is CEO/owner
of the Women's
Executive Network

WE'VE COME A LONG WAY. Women are not just leading companies, headlines and new deals, we're doing so in record numbers. In addition to closing the gender gap for participation in post-secondary education and the workforce, we're excelling at the top levels of every sector. In 2014, the Ontario Securities Commission created a "comply or explain" mandate to require companies to include a gender diversity policy or publicly explain why they won't, with seven provinces and two territories following suit. The annual report card from the Canadian Board Diversity Council (CBDC) measured the development that year, showing a jump in women on boards of the FP500 companies from 17.1 to 19.5 per cent, the largest increase since 2001.

Women and men across the country contributed to this progress from which we all benefit. And progress needs to be celebrated.

When WXN created Canada's Most Powerful Women: Top 100 Awards, part of the purpose was celebration. By recognizing a community of now 939 remarkable women, we get the opportunity to look back and appreciate the hard work and hurdle-jumping it took to get here.

Celebration is that moment at a mountain's peak when we pause to take in the breathtaking view. We've come a long way.

We've come so far that it can be tempting to coast, to revel in the opportunities that didn't exist 30, 20, even 10 years ago. But there is so much more mountain to climb.

When it comes to women in leadership, our progress has stalled. According to Catalyst, across North America last year only one in 87 incoming CEOs was a woman. The gender wage gap still exists, says Statistics Canada, with women earning an average 73.5 cents for each dollar men earn. While the CBDC reports progress for women on boards, it's slow and this year got even slower, moving up only about two per cent.

In an effort to jumpstart progress, we believe that increasing visibility allows us to show upcoming leaders what's possible. That's why Top 100 is also about inspiration. Push the bar further. Raise your

voice louder — not the literal volume but the level of impact, which is dialed up when women and men are able to live up to their true potential. For WXN, that is the vision.

Such a vision includes the incredible women we're proud to have as Top 100 Award winners, some of which are speakers at this year's Leadership Summit and Awards Gala: Lieutenant-General Christine Whitecross, the first commander of the Joint Task Force North; Roberta Jamieson, president and CEO of Canada's premier indigenous-led charity, Indspire, the first woman ombudsman of Ontario and first woman elected

“We believe that increasing visibility allows us to show upcoming leaders what's possible. That's why Top 100 is also about inspiration.”

chief of the Six Nations of the Grand River Territory; and Stacey Allaster, USTA chief executive for Professional Tennis, the first Women's Tennis Association chairman and CEO to, together with tour leaders, achieve equal prize money for female players at all Grand Slams.

These women all have important "firsts." They have become role models for colleagues, peers and protégées. And they're part of a Top 100 community that inspires each other.

I was inspired the first time I met WXN founder Pamela Jeffery: the awards gala was magical, first-class, elegant, and I remember thinking, "I want to be her."

Since acquiring WXN and CBDC from Pamela in January of this year, many have told me that I have big shoes to fill. Not to take away from Pamela's amazing accomplishments, but they were wrong. We have different shoes — not good or bad, just different.

Almost 10 years after attending Top 100 as an award winner, I'll be returning to the same stage. Only this time, my steps will be a debut as the new CEO/owner. It's a big "first" for me.

I'm inspired by those who have shaped WXN, but this is an opportunity to create a magical, first-class, elegant legacy all my own, one that will move a next generation into renewed action. And I'm excited to do so in the vehicle that has brought me this far: my own shoes.

Congratulations to our 2016 Top 100 award winners. You are showing others what's possible when we raise our voices to match our true, unique potential. And that is something worth celebrating.



(Left to right) Laura Dottori-Attanasio, Senior Executive Vice-President & Chief Risk Officer; Sandy Sharman, Executive Vice-President & Chief Human Resources Officer; Christina Kramer, Executive Vice-President, Retail Distribution & Channel Strategy

In Great Company

Congratulations to Sandy Sharman, Executive Vice-President and Chief Human Resources Officer, who joins CIBC's growing list of WXN Canada's Most Powerful Women: Top 100™ recipients.

Sandy's dedication and commitment to the advancement of women in leadership is putting the creation of diverse and inclusive teams at the heart of our culture. By empowering every member of our team, we are unleashing their unique talents, perspectives and ideas to benefit our clients.

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BRIDGING THE CONFIDENCE GAP WITH HARD WORK, SUPPORTIVE COLLEAGUES

BY NANCY CARR

Someone who hosts a nationally broadcast TV show every day and writes a blog read by millions around the world must be a confident person, right?

For Lainey Lui, TV personality, author and editor-in-chief of celebrity gossip website Laineygossip.com, the answer is complicated — as it is for most women.

“I definitely struggle with confidence,” says Lui from Toronto, where she co-hosts CTV’s *The Social* and is a senior reporter on *ETalk*. “I am confident in certain environments. I am very confident about my knowledge of gossip, but there are times when I struggle with confidence about my writing.”

Like many women, Lainey learned early that confidence wasn’t an attribute encouraged in women. “In the past, attributes that were attractive for women were being nice, being supportive,” Lui says.

Lui’s point is echoed in the New York Times bestseller *The Confidence Code*, in which journalists Katty Kay and Claire Shipman study the differences in how women and men perceive and present themselves. One finding was the confidence gap: A man will exhibit more confidence than a woman in most aspects of life even when they have the same qualifications and knowledge.

As well, women generally won’t pursue job promotions without almost 100 per cent of the needed qualifications; men will apply with 60 per cent. That’s just one reason women can trail male counterparts in the workplace.

Jennifer Tory, group head, personal and commercial banking, at RBC in Toronto, is familiar with that phenomenon. While she says most people view her as confident,



she hasn’t always felt that way.

“There are many times over my career where I would have been asked to do things that I definitely would have been anxious or nervous about, or to take on roles where I thought I was not yet ticking all the boxes, as we women like to do,” says Tory.

As a corporate leader who has climbed the ranks at RBC over almost four decades, Tory feels it’s important to project confidence so others have confidence in her. But equally important, she says, is being authentic.

Early in her current role, Tory told people that she would focus on what she didn’t know, instead of presenting herself as someone who knew it all. “I actually had to give myself permission to not know everything and therefore felt better about the anxiety [of] stepping into a new role,” Tory says. “That really seemed to have an impact on some people, women especially, who would come up to me and tell me it made them feel so much better to have me say I didn’t know everything.”

One way to build confidence in the workplace, Tory says, is to find supportive peers, to listen to you practise a speech or let you bounce ideas off them prior to a big meeting. She also recommends seeking out mentors to whom you can prove your worth and who will go to bat for you.

Supportive colleagues will also help you learn from failures and move on. “We can all throw a party, but celebrating learnings that happen when something hasn’t gone the way you expected it to, that’s perhaps even more critical than celebrating our successes,” says Karina Briño, president and CEO of the Mining Association of British Columbia.

Briño has had many successes, most notably as the assistant deputy-minister for mining in British Columbia. But she’s mindful of her strengths and weaknesses, and the fact that most of her accomplishments aren’t hers alone. “It’s never just one person,” says Briño. “You have to recognize the role that you’ve played in an achievement but also give credit to the team that you’ve worked with.”

Lui agrees that working hard and doing good work help create confidence, but notes that sometimes you have to toot your own horn. “If you are not your own best salesperson, who else is going to do it for you?”

Deloitte.



**Deloitte is proud to recognize
our 2016 WXN Canada's Most
Powerful Women.**

Top 100 Award Winners:

Shannon MacDonald, Partner, Vice Chair, Industry

Nathalie Tessier, Managing Partner, Audit

Karen Werger, Partner, Toronto Financial Advisory Service leader

BMO Arts & Communications Awards

Recognizing women who have shaped Canadian thinking, communications and culture



WENDY FREEMAN
President, CTV News
BELL MEDIA

BIO: Since being named president of CTV News in December 2010, Wendy Freeman has been responsible for news, information and current events programming. She presides over all Bell Media news editorial content and news-gathering efforts, and has led CTV News' award-winning and most-watched coverage of the world's biggest news stories.

EARLY AND LASTING LESSONS: "It's OK to fail at things. Failure will only make you stronger and wiser for the next time."

ON HOW TO RAISE YOUR VOICE: "Push past fear — fear of making mistakes, fear of being told 'no,' fear of being judged. We're fortunate to live in a time of massive technological disruption — a paradigm that is shaking up 'the way things have always been done.'"

WHO I'D TRADE PLACES WITH FOR JUST ONE DAY: "Eleanor Roosevelt. At a time when women did not speak out, she did."



TASHA KHEIRIDDIN
Host, AM640
CORUS ENTERTAINMENT

*Nominated as: President,
TJK Communications*

BIO: An early passion for politics and the law underpin a career that has covered a lot of ground for Tasha Kheiriddin. She has moved from campaign chair to legislative assistant to broadcaster to best-selling author to director of policy organizations such as the Canadian Taxpayers Federation and the Fraser Institute. Today, she operates her consultancy, writes columns for the National Post and iPolitics.ca and is a sought-after public speaker.

WHAT IT WILL TAKE TO INCREASE GENDER EQUALITY IN MY INDUSTRY: "More women's voices on air, in print and in the boardroom."

WHO I'D TRADE PLACES WITH FOR JUST ONE DAY: "Margaret Thatcher, when she was prime minister of Great Britain. Governing is not for the faint of heart, and she was a true Iron Lady. I loved her attitude and her handbags."



LAINEY LUI
Co-host, The Social;
Reporter, Etalk
BELL MEDIA

BIO: Each month, more than one million readers and Twitter followers read Elaine Lui's LaineyGossip.com, making it a leading international celebrity gossip source. She joined the Etalk team in 2006. Her first book, Listen to the Squawking Chicken: When Mother Knows Best, What's a Daughter To Do? A Memoir (Sort Of), debuted at No. 1 on the Globe and Mail bestseller list upon publication.

ON BEING DESCRIBED AS POWERFUL: "To be recognized this way, especially in a field where those with my background are a minority, is profoundly motivating. I have been taught to use my voice. If my voice is being heard, it's my responsibility to make sure that the sound of it can open more doors for others."

WHO I'D TRADE PLACES WITH FOR JUST ONE DAY: "Priscilla Presley. When Elvis died, his finances were in shambles. She was the one who turned Elvis into a brand. It's still a thriving brand. I would study her business strategy and convince her to participate in a series mentoring female entrepreneurs."



NATALIE OSBORNE
Chief Strategy Officer
9 STORY MEDIA GROUP

BIO: A passionate and distinguished leader in the entertainment and media industry, Natalie Osborne has helped transform 9 Story into one of the world's leading independent producers and distributors of children's content. She has established and grown relationships with leading multinational broadcasters and championed the company's digital distribution efforts. She serves on the board of directors of Women in Film and Television's Toronto chapter (WIFT-T) and is chair of WIFT-T's charitable foundation.

EARLY AND LASTING LESSONS: "Be curious! Ask a lot of questions and, most importantly, listen. Try new things and go for opportunities presented to you even if they may be outside of your comfort zone. Where I am in my career today is a function of all of those attributes."

ON HOW TO RAISE YOUR VOICE: "Be prepared. Know your facts and adapt how to best communicate your message to your 'audience,' the people in the room/meeting."



SHAHRZAD RAFATI
Founder & CEO
BROADBANDTV

BIO: Recognized by Fast Company as one of the 100 Most Creative People in Business, Shahrzad Rafati has been recognized by numerous industry and community groups for her contributions to the media industry and entrepreneurship. Under her leadership, innovative media and technology company BroadbandTV has become a dominant industry leader, operating the world's largest multi-platform network, with more than 74,000 network partners and more than 15 billion views per month. Rafati has personally brokered successful deals with major media companies, music publishers, telcos, professional sports leagues and Internet giants. In addition to BroadbandTV's achievements, Rafati actively pursues ways to encourage social change. She is the co-founder of the world's first Chopra Yoga in partnership with Dr. Deepak Chopra and has investments in a broad portfolio of businesses.



76.3%
of FP500 directors said
their board was diverse



95%
felt board diversity
was important



yet only
21.6%
of the FP500 directors
are female

According to the Canadian Board Diversity Council's 2016 Annual Report Card

RBC Champions Awards

Recognizing women who have made a describable difference to the advancement of women in the workplace



**ULRIKE
BAHR-GEDALIA**
President & CEO
DIGITAL NOVA SCOTIA

BIO: With a global career spanning five continents, Ulrike Bahr-Gedalia is a multilingual senior-level executive with over 20 years of experience across public and private sectors. Under her leadership, Digital Nova Scotia has experienced unprecedented growth and sustainability. By combining her passions for inclusive diversity, entrepreneurship, innovation, new technologies and STEAM-education (science, technology, engineering, arts and mathematics), Bahr-Gedalia helps individuals and businesses succeed in local and global markets. She regularly volunteers her time as a mentor and sponsor to youth and new immigrants.

ON HOW TO RAISE YOUR VOICE: "One of my favourite lines from Jane Eyre is, 'Speak I must.' I think the best way to 'raise your voice' is to state what you want to say because you feel compelled to do so. Be bold and clearly say what you need to say. Change and impact are not results of giving in to the status quo."



JULIE DELAHANTY
Executive Director
OXFAM CANADA

BIO: Julie Delahanty is a leader on gender equality and human rights with more than 20 years of international development experience, including Canada's Department of Foreign Affairs, Trade and Development, the U.K.'s Department for International Development, Health Canada and more. A published author, she has written extensively on issues of gender and employment, genes, garments and globalization, and currently sits on the executive board of Oxfam International.

WHAT IT WILL TAKE TO INCREASE GENDER EQUALITY IN MY INDUSTRY: "As a society, we need to value what women have traditionally been expected to do for free — care for others, especially the most vulnerable — which is so integral to a healthy and fair society. Of course, there are many other changes in attitudes and policy that would support women in all fields, including implementing a universal system of comprehensive, high-quality early childhood education and child care; greater elder-care support; and more equal sharing of household work."



KARINA BRIÑO
President & CEO
**MINING ASSOCIATION
OF BRITISH COLUMBIA**

BIO: As the pre-eminent voice and advocate for the mining industry in B.C., Karina Briño represents the industry's interests in the areas of health and safety, First Nations and community engagement, sustainability and competitiveness. Prior to joining MABC she was B.C.'s senior mining adviser. Briño has received many awards for her work, including the Queen Elizabeth II Diamond Jubilee Medal in 2012 and recognition as one of Vancouver's most influential women in business in 2016.

ON BEING DESCRIBED AS POWERFUL: "For me, it means that I have the ability and the responsibility to make a contribution to my community and society."

ON HOW TO RAISE YOUR VOICE: "I always try to find common ground between the parties I am working with; I put myself in the other party's shoes to understand their perspective."



**PATRICIA
KAREN GAGIC**
Artist, Author & CFO
HAMILTON VEIN CLINIC

*Nominated as: CFO,
Hamilton Vein Clinic*

BIO: An artist, author, business woman and champion for peace, children and social justice, Patricia Gagic has built an extensive career in finance, banking and property management while establishing herself as a contemporary artist and author with a passion for making life better for others. She is a certified meditation specialist/facilitator, completing her certification in applied mindfulness and transformative mindfulness and mindfulness without borders from the faculty of social work at the University of Toronto.

ON BEING DESCRIBED AS POWERFUL: "Powerful is a beautiful word. In many ways it is a reminder of how dedication to hard work, discipline and mental endurance will produce results. I also believe it generates a genuine sense of servitude."

ON HOW TO RAISE YOUR VOICE: "If you have an alternative opinion, have it well-versed in your head. Take no more than 90 seconds to offer it and suggest those who might be interested in learning more indicate their interest."



DR. BEATRIX DART
Professor of Strategic
Management; Executive
Director, Initiative for
Women in Business
**UNIVERSITY OF TORONTO,
ROTMAN SCHOOL OF
MANAGEMENT**

*Nominated as: Executive
Director, Initiative for
Women in Business*

BIO: Following a successful career working with Fortune 500 companies at McKinsey & Company, Beatrix Dart joined the Rotman School in 2000, where she developed the global executive MBA programs. She served as the academic director and associate dean of Rotman executive programs until 2015, where she oversaw design admission and faculty selection. Dart also co-founded the Rotman Initiative for Women in Business as a means of advancing women in management.

EARLY AND LASTING LESSON: "What matters most is not how brilliant your models or solutions are, but how you treat people."

WHAT IT WILL TAKE TO INCREASE GENDER EQUALITY IN MY INDUSTRY: "Mandatory parental leaves for fathers. This has caused tremendous impact in countries that have implemented it. Not only has society changed and fathers are just as likely to take care of an infant as mothers, but it also eliminated any gender-hiring bias."



ANNE GIARDINI
Chancellor
**SIMON FRASER
UNIVERSITY**

BIO: A successful executive, lawyer, corporate director and author of two novels, Anne Giardini is a two-time Top 100 award winner. She's a long-time leader within Canada's resource industry, serving as president of Weyerhaeuser Company Limited, director on many related boards and a member of the Federal Advisory Council for Promoting Women on Boards. Giardini's list of professional awards is as distinguished as her career and includes a Queen Elizabeth II Diamond Jubilee Medal, a Lexpert Zenith Award in 2013 and, most recently, the Western Canada General Counsel Lifetime Achievement Award.

EARLY AND LASTING LESSONS: "Aesop's story about the turtle and the hare was accurate. Perseverance on the right path is an excellent strategy. Some paths are blind alleys — we all encounter them. Some journeys are not the right ones. But once you are on the right path, the journey and the end point are all rewarding."

RBC CHAMPIONS AWARDS
CONTINUED

ACCENTURE Corporate Directors Awards



Recognizing women who serve as a director or governor of a private or public company, Crown corporation, hospital or university



**SHANNON
MACDONALD**
Vice-Chair & Chief
Inclusion Officer
DELOITTE LLP

BIO: Shannon MacDonald leads the firm's work with the government of Ontario, sits on the global Deloitte board and is the firm's Canadian chief inclusion officer. Her experience includes 25 years of public accounting and consulting services. MacDonald co-chairs a council on inclusive leadership for the Ontario government and sits on an Ontario government council dedicated to encouraging employment opportunities for people with disabilities. She is also active in her community and currently sits on the Canadian Partnership Against Cancer, the Atlantic Provinces Economic Council and the board of Mount St. Vincent University.

EARLY AND LASTING LESSONS: "Teaming is important. Relationships are important. Help others before yourself."

ON HOW TO RAISE YOUR VOICE: "Always thoughtfully and with evidence."

WHAT IT WILL TAKE TO INCREASE GENDER EQUALITY IN MY INDUSTRY: "Better accountability measures for mentoring and developing both genders equally."



**KERRI-ANN
SANTAGUIDA**
VP & General Manager
of Merchant Services
**AMERICAN EXPRESS
CANADA**

BIO: Since joining American Express Canada in 2002, Kerri-Ann Santaguida has held a number of management roles across the company in areas including global corporate payments and global commercial cards. In her current role, she is responsible for client management and acquisition in the Canadian market. Santaguida is the executive sponsor for the Woman's Interest Network (WIN) for American Express in Canada and an alumnus of The Judy Project, a leadership forum for executive women.

WHAT IT WILL TAKE TO INCREASE GENDER EQUALITY IN MY INDUSTRY: "The payments industry is still heavily male-dominated, and ensuring that we are promoting awareness and career opportunities to young women as they make career decisions will help bring women into the field. Additionally, ensuring that there are role models for women to connect with for this industry is also important to promoting gender equality."



JUDITH ATHAIDE
President & CEO
THE COGENT GROUP INC.

BIO: Judith Athaide has more than 25 years' experience in the energy industry and has been heavily involved in electricity deregulation in Alberta. Her expertise is wide-ranging: strategy, generation asset development, valuation and optimization, power marketing/trading, risk management and the creation of strategic alliances. She excels at synthesizing complex issues and conveying them in simple, understandable terms.

WHAT IT WILL TAKE TO INCREASE GENDER EQUALITY IN MY INDUSTRY: "It begins with ensuring recruiters are aware of built-in biases/expectations. That same training should be provided throughout the organization. Champions for gender equality need to exist at the board and in executive ranks. Executives, senior management and supervisors should all be responsible and accountable to coach, mentor and champion talent."

WHO I'D TRADE PLACES WITH FOR JUST ONE DAY: "Donald Trump. I'd reframe the conversation from one of fear to one of hope, inclusion and possibilities."



**ISABELLE
MARCoux**
Chair of the Board
TRANSCONTINENTAL INC.

BIO: Isabelle Marcoux has had an exceptional impact on Canada's largest businesses and the greater community, both as a senior executive and as a corporate director. In addition to leading Transcontinental's board, she is also a member of the boards of George Weston Limited, Rogers Communications, Power Corporation of Canada and Montreal Children's Hospital Foundation. In 2015, she was awarded the Mercure Leadership Germaine-Gibara Award in the large business category.

EARLY AND LASTING LESSON: "Dream big, aim high, work hard!"

ON BEING DESCRIBED AS POWERFUL: "Being powerful translates into having an impact on an organization, on the lives of others and on a community."

ON HOW TO RAISE YOUR VOICE: "Be assertive with grace, act with integrity, be authentic. Your body language must translate your confidence."

WHO I'D TRADE PLACES WITH FOR JUST ONE DAY: "Hillary Clinton. She is a symbol of strength and ambition. I would call for more women to join the ranks of leaders."



PENNY LIPSETT
Vice-Chair
**LIQUOR CONTROL
BOARD OF ONTARIO**

BIO: An investor and government relations specialist, Penny Lipsett spent much of her career in politics and business, moving from Parliament Hill to Xerox Canada to her own consulting practice. She is a member of the board of directors of MBNA Canada, Ontario Place Corporation, the Speed River Track and Field Club (associated with the University of Guelph) and was appointed to the LCBO Board in May 2007.

EARLY AND LASTING LESSONS: "I learned about personal responsibility and that relationships are a key to success."

WHAT IT WILL TAKE TO INCREASE GENDER EQUALITY IN MY INDUSTRY: "Ensuring that intake numbers in university are sufficient, that appointments and promotion are not token, that there is a sufficient number of women to make a difference on every team and that mentors are in place."



SIAN MATTHEWS
Chair
CANADA POST
Corporate Director
**TRICON CAPITAL
GROUP; CIDEL BANK
CANADA; THE CALGARY
FOUNDATION**

BIO: A seasoned director with deep experience in strategic change leadership, Sian Matthews was recognized as one of Canada's top lawyers and led a tax practice group in one of the country's largest law firms before transitioning to a career as a corporate director in 2009. She's been recognized for her scholarly contributions to law over the past 30 years, authoring legal papers, presenting at international and national conferences and working as a sessional instructor at the University of Calgary law school.

ON HOW TO RAISE YOUR VOICE: "If you are not going to raise your voice, you should not have a seat at the table. You are there to add value and a thoughtful, well-considered view, especially when it challenges orthodox thinking, is simply doing your job."

WHO I'D TRADE PLACES WITH FOR JUST ONE DAY: "Cleopatra — one of my heroines. I would tell Mark Antony to hit the road!"

A portrait of Sarah Qadeer, a woman with dark hair, wearing a dark blue dress and a gold necklace. She is smiling slightly and looking towards the camera. The background is a warm, textured wall.

The Home Depot
would like to congratulate
Sarah Qadeer,
General Counsel, and all
recipients of the **WXN 2016**
Canada's Most Powerful
Women: Top 100.

EXCEPTIONAL LEADER. EXTRAORDINARY VISION.

Since 2008, Sarah has been managing enterprise risk and creating value for The Home Depot Canada. Her complex problem-solving skills, community involvement, vision and leadership are a source of inspiration for all associates throughout our organization.



ACCENTURE CORPORATE DIRECTORS AWARDS
CONTINUED



KATHLEEN O'NEILL
Corporate Director
ARC RESOURCES LTD.;
CADILLAC FAIRVIEW LTD.;
FINNING INTERNATIONAL
INC.; INVESCO CANADA
FUNDS; ONTARIO
TEACHERS' PENSION
PLAN

BIO: A CPA by training, Kathleen O'Neill has successfully transitioned from partner and corporate executive at PwC and BMO Bank of Montreal respectively to experienced corporate director. The three-time WXN Top 100 award winner has also been involved in the non-profit sector as a board member of several organizations for the last 30 years, including St. Joseph's Health Centre Foundation and St. Joseph's Health Centre in Toronto. A graduate of the Institute of Corporate Directors, O'Neill is on the Ontario Advisory Council for the institute and a frequent instructor/examiner.

EARLY AND LASTING LESSONS: "Do your best with the talents that you have been given."

ON BEING DESCRIBED AS POWERFUL: "Being powerful is important as long as you are effective."

ON HOW TO RAISE YOUR VOICE: "Listen and then articulate your perspective, balancing others' views in your rationale for your perspective."



SHERRY PEISTER
Board Chair
GREEN SHIELD CANADA

BIO: Sherry Peister joined the Green Shield Canada board of directors and the Green Shield Canada Foundation board of directors in 1997 and became the first female chair of both organizations in 2010. She is a licensed Ontario pharmacist and has served as president of the Canadian Pharmacists Association and as a member of its finance, audit and risk management committee.

ON HOW TO RAISE YOUR VOICE: "I simply state that I am coming at the issue from a different point of view, note my view and discuss it openly. I always recognize the opinions of others because all opinions need to be respected, including those which may be contrary to popular belief. If voted down, move on; don't take it personally."

ON BEING DESCRIBED AS POWERFUL: "I believe an award such as this sends a strong message to all women, that our work and accomplishments are valued."



KATHLEEN TAYLOR
Chair of the Board
RBC

BIO: The first woman to lead the board of a major Canadian bank, Kathleen Taylor is also chair of the board of the Hospital for Sick Children Foundation, a director of the Canada Pension Plan investment board and a director of the Adecco Group. Most recently, Taylor, who has earned many accolades for business achievement, was nominated to join Air Canada's board of directors. Prior to transitioning to corporate director, the three-time WXN Top 100 award winner was president and chief executive officer of the iconic Four Seasons Hotels and Resorts.

EARLY AND LASTING LESSONS: "The importance of teamwork and building lasting relationships."

WHAT IT WILL TAKE TO INCREASE GENDER EQUALITY IN MY INDUSTRY: "Pay, daycare, truly flexible work, targets, sponsorship."

WHO I'D TRADE PLACES WITH FOR JUST ONE DAY: "President of the United States, just to see what a day in life of such a leader looks like!"



At TransLink we support women in transportation on building transportation excellence.

TransLink would like to congratulate one of our own, Cathy McLay, CFO & Executive Vice President, Finance & Corporate Services, of being named one of Canada's Most Powerful Women.

SCOTIABANK Corporate Executives Awards

Recognizing women who hold senior positions in Canadian companies, pension funds and co-operatives



DESIREE BOMBENON
President & CEO
SURECALL CONTACT
CENTERS LTD.

BIO: A change agent with a proven track record of leading businesses to success, Desiree Bombenon is a newly appointed Harvard Fellow for the Advanced Leadership Initiative for 2017. In addition to leading the global business solutions company SureCall, Bombenon is the CEO of Desiree Imports, an award-winning boutique wine, craft beer and special spirits importer. She is the CEO of Mentor in a Miniskirt, a corporate director, a published fiction author and respected community leader.

EARLY AND LASTING LESSONS: "People are not loyal to companies. People are loyal to other people, so always be humble and treat your co-workers with kindness and appreciation."

WHAT IT WILL TAKE TO INCREASE GENDER EQUALITY IN MY INDUSTRY: "Take the names off résumés and look at them with an open mind. Hire people who are fair-minded and want equality in the work space."



MANON BROUILLETTE
President & CEO
VIDÉOTRON

BIO: Since joining the company in 2004, Manon Brouillette (who took the helm in 2013) has earned recognition as a team-building leader with strong business instincts and acute strategic vision. With her team of 6,500 talented employees, she pursues Videotron's mission of giving Quebecers the best possible telecommunications and entertainment experience. Brouillette, a two-time WXN Top 100 award winner, has also been recognized by the Association des professionnels de la communication et du marketing (APCM) with the Stratège prize. She received the prestigious Growth Award from the Cable and Telecommunications Association for Marketing (CTAM) and won the Germaine-Gibara leadership prize, awarded by the Fédération des chambres de commerce du Québec (FCCQ). Brouillette sits on the boards of Numericable-SFR in Europe, the École de technologie supérieure (ÉTS), the Quartier de l'innovation and the Sainte-Justine Hospital Foundation.



SUSAN BROWN
SVP, Alberta/NWT Division
and Womens' Market
BMO BANK OF
MONTREAL

BIO: Susan Brown has been with BMO Bank of Montreal for 22 years and has worked in several markets across Canada. In her current role, she's responsible for the financial services BMO provides to its personal and commercial customers in Alberta and the Northwest Territories. Brown has always been actively involved in the communities in which she has lived and currently serves on the boards of Heritage Park Society and the Calgary Stampede Foundation.

ON HOW TO RAISE YOUR VOICE: "Be courageous. There might be others who feel the same way but are hesitant to speak up. Your voice may be exactly what's needed to ensure all perspectives are considered."

WHO I'D TRADE PLACES WITH FOR JUST ONE DAY: "Queen Elizabeth! She's an incredibly powerful and influential woman, despite having little formal authority. I'd love to watch, listen to and learn from the people in her world."



GAIL EDWARDS
CFO
THE MINTO GROUP

BIO: Gail Edwards manages a team of more than 90 professionals at Minto, the fully integrated real estate developer based in Ottawa. Having spent much of her time in the real estate and banking sectors, Edwards brings more than 30 years of financial experience to her role and is responsible for project finance, treasury, legal and risk management, tax, financial reporting and shared services. Previously, Edwards served as president of JH Investments and successfully led the \$1 billion acquisition and financing of Taylor Morrison/Monarch Homes.

ON BEING DESCRIBED AS POWERFUL: "Being powerful means that you have the ability to impact situations and outcomes, and this can be used to improve the future for women in the senior executive ranks of corporate Canada."

ON HOW TO RAISE YOUR VOICE: "Don't wait to be called upon — speak up! Present the facts that support your perspective calmly but don't be afraid to show your passion for your ideas."



ANDREA FIEDERER
EVP & CMO
GOEASY LTD.

BIO: Over her career, Andrea Fiederer has held progressively senior roles at some of Canada's top organizations. She has a passion for the customer and developing great brands and innovative marketing campaigns while leading teams to do amazing things. In addition to her executive leadership role, she is also responsible for founding goeasy's Women in Leadership program.

EARLY AND LASTING LESSONS: "People may not remember what you did or accomplished, but they will remember how you made them feel. It's a simple principle that most elementary students can talk about, but as we get older, it's one that is often forgotten."

ON BEING DESCRIBED AS POWERFUL: "For me, it comes down to influence — and when you are in a position of influence, it's all about using it in a positive way that leaves a meaningful and lasting impact on the lives of others."



LAURA GAINEY
SVP, Service &
Operations, Insurance
RBC

BIO: Laura Gainey oversees a diverse team of approximately 2,200 employees responsible for providing service, advice and operational support to clients and partners. She's also in charge of implementing major transformational initiatives across RBC Insurance and serves as a director on four boards of its Canadian businesses. Gainey dedicates volunteer time to many organizations, including cancer and other health-related causes. In May 2016, she received a "Fierce & Fabulous" Award from Peel Children's Aid Foundation.

EARLY AND LASTING LESSONS: "Losing my father suddenly at age 12, and then battling cancer at 14, taught me that life can be unpredictable and that good health is our most precious and valuable gift. This early lesson taught me to not only appreciate good health but nurture it and perfect it. It's a reminder of the importance of finding balance in your life, pacing yourself, taking time to recharge and recognizing that to take care of others, you must first look after yourself."



JOY GRAHEK
General Counsel
**GFL ENVIRONMENTAL
INC.**

BIO: On the senior management team of one of Canada's fastest-growing environmental services companies, Joy Grahek advises the founder/CEO, senior management and other stakeholders, including its independent board members. She counsels on a wide range of matters integral to the achievement of the organization's strategic goals.

WHAT IT WILL TAKE TO INCREASE GENDER EQUALITY IN MY INDUSTRY: "GFL has a number of women in senior roles. The success of women in these roles has generated more opportunities for other women to join the waste industry, which historically has not attracted a diverse workforce. A focus on capability and capacity to learn, as opposed to industry experience, as the keys to successful hiring is also important."

WHO I'D TRADE PLACES WITH FOR JUST ONE DAY: "Barack Obama. He exudes power in his confidence but also in his humility and compassion, which I greatly admire."



KAREN HARDIE
VP, Global Sales
ROCKY MOUNTAINEER

BIO: A veteran of the travel industry with more than 20 years of diverse global experience, Karen Hardie joined Rocky Mountaineer in 2012. Two years later, she restructured global sales to increase revenues, enhance efficiencies and improve guest experiences. Today, she and her team are responsible for the strategic direction and worldwide sales initiatives of parent company Armstrong Group and its entities.

EARLY AND LASTING LESSONS: "Stay open and curious and don't be afraid to ask questions when seeking clarity, information or the truth."

WHO I'D TRADE PLACES WITH FOR JUST ONE DAY "If he was still alive, I would love to switch places with Steve Jobs. I'd be fascinated to see the world of innovation and Apple through his lens. Given the premise of 'switching' places, I would also be greatly intrigued to return to my role after Steve Jobs had inhabited it for a day!"



LORI GRANT
President
KLICK INC.

BIO: Through her supportive leadership and commitment to creating a culture of mentorship, Lori Grant has helped grow Klick Health into the world's largest independent health agency. In the last year, Klick grew by 39 per cent and won more than 300 awards for its client work, company management and corporate culture.

ON HOW TO RAISE YOUR VOICE: "Raising your voice has nothing to do with volume and everything to do with projecting confidence, fearlessness and limitless thinking. If you challenge perspective with the curiosity of potential yet to be realized and approach it by respecting the voices of others, then you'll never need to raise your voice to be heard. I'd be remiss if I didn't point out that raising your voice effectively also often requires not using your voice at all, but rather listening. Taking the time to hear others' voices is critical to achieving a greater, more powerful outcome."



MARIAN LAWSON
EVP, Global Financial
Institutions & Transaction
Banking
SCOTIABANK

BIO: Marian Lawson is responsible for the growth and strategic direction of Scotiabank's financial institutions and transaction banking businesses. She began her career with the organization in 1986 in global risk management and has held progressively senior positions. Lawson is a member of the risk policy and senior credit committees at the bank, and is co-chair of the global banking and markets diversity and inclusion committee.

ON HOW TO RAISE YOUR VOICE: "The most effective way is to acknowledge that your view may be different, and understand and respect the majority view at the outset — be prepared and offer examples."

WHAT IT WILL TAKE TO INCREASE GENDER EQUALITY IN MY INDUSTRY: "Ensuring that from top management on down, we understand the business value of diversity, and ensuring unconscious bias is addressed at all levels."

WHO I'D TRADE PLACES WITH FOR JUST ONE DAY: "Jerry Seinfeld. He is extremely funny and brings a fresh perspective to everyday experiences."



CYNTHIA HANSEN
President, Gas Distribution
& Power
ENBRIDGE

*Nominated as: SVP,
Operations, Enbridge
Pipelines Inc.*

BIO: Cynthia Hansen brings almost 20 years of experience working in finance, operations and safety leadership roles within Enbridge to her role as president and member of the executive leadership team. The now-two-time WXN Top 100 award winner serves on the board of the Canadian Gas Association, the Ontario Energy Association and the University of Alberta School of Business Advisory Council.

WHAT IT WILL TAKE TO INCREASE GENDER EQUALITY IN MY INDUSTRY: "We can continue to identify and address unconscious bias, involve all genders in the conversation, share and discuss current demographics within groups, use direct sponsorship, coaching, mentoring, and establish performance metrics."

WHO I'D TRADE PLACES WITH FOR JUST ONE DAY: "Angela Merkel. She is one of the most powerful political leaders in the world. I would like to attend a world summit and have the opportunity to interact with the other leaders."



VIKI LAZARIS
COO, Canadian Personal &
Commercial Banking
BMO FINANCIAL GROUP

BIO: By consistently exceeding expectations and delivering results, Viki Lazaris leads by example, knows how to build high-performing teams and is a dedicated mentor who's focused on helping the next generation of young women. This proven leader assumed her first executive position just one year after joining BMO Financial Group and hasn't looked back. Today, she is accountable for all regulatory, compliance and operational risk requirements within Canadian P&C and Channels, as well as leading the Canadian P&C project management office.

EARLY AND LASTING LESSONS: "Build strong, trusting relationships with your colleagues."

WHAT IT WILL TAKE TO INCREASE GENDER EQUALITY IN MY INDUSTRY: "We need to continue to see attention put on hiring women at all levels. There needs to be ongoing monitoring by HR on gender equality in order to see improved results."



Congratulations to Canada's Most Powerful Women: Top 100

RBC is especially proud of our remarkable leaders.

- Jennifer Tory, Group Head, Personal and Commercial Banking
- Shauneen Bruder, Executive Vice President, Operations
- Laura Gainey, Senior Vice President, Service & Operations

People.rbc.com

SCOTIABANK CORPORATE EXECUTIVES AWARDS
CONTINUED



SHELLEY MARTIN
President & CEO
NESTLÉ CANADA

BIO: Shelley Martin has executive responsibility for Nestlé in Canada. She actively participates in industry initiatives and is currently the chair on the boards of Food and Consumer Products Canada and the Grocery Innovation Foundation, which has raised more than \$75 million to provide a better life for challenged children. The two-time WXN Top 100 award winner also sits on the board of the Canadian Stewardship Services Alliance.

EARLY AND LASTING LESSONS: “Stay open and curious. Get the work done and have fun.”

ON HOW TO RAISE YOUR VOICE: “Speak clearly, without emotion.”

WHO I'D TRADE PLACES WITH FOR JUST ONE DAY: “My daughter — at university exploring new ideas, meeting new people. She has so many options and possibilities ahead of her.”



CATHY MCLAY
CFO & EVP, Finance and
Corporate Services
TRANSLINK

BIO: An executive with solid business results in both public and private sectors and leading teams through significant change, Cathy McLay has been named Vancouver's CFO of the Year in the transformation agents category and an outstanding leader, women in infrastructure, among other distinctions. She currently serves as a director on Coast Mountain Bus Company's board, a subsidiary of TransLink, and also serves as chair of Transportation Property & Casualty Company Inc.

EARLY AND LASTING LESSONS: “You have the ability to chart your own destination by staying focused and, if you go off track, all you need to do is recalibrate to get back on the path.”

WHAT IT WILL TAKE TO INCREASE GENDER EQUALITY IN MY INDUSTRY: “Showcasing the great leaders that we have in our industry, no matter what level. I would encourage them to take a calculated risk and support them through their learnings.”



KATHY MCGARRIGLE
COO
COAST CAPITAL SAVINGS
CREDIT UNION

BIO: Award-winning Kathy McGarrigle is a visionary business strategist, leading transformative change and delivering exceptional performance in retail banking and wealth management. Collaboration and the ability to bring diverse stakeholders together to achieve goals are hallmarks of her leadership.

EARLY AND LASTING LESSONS: “The cliché ‘never give up’ applies to my journey. I come from humble beginnings and understand the difference others can make in your life. So I've dedicated my life's journey to paving the way for those less fortunate.”

ON HOW TO RAISE YOUR VOICE: “Start by respecting the opinions of others. Always be prepared, listen and build on others' thoughts and add value when you can.”

WHO I'D TRADE PLACES WITH FOR JUST ONE DAY: “Warren Buffett, one of the world's most successful investors, a purpose-driven leader and philanthropist.”



ELLEN MOORE
President & CEO
CHUBB INSURANCE
COMPANY OF CANADA

BIO: During her career with Chubb, Ellen Moore has held several leadership positions in the U.S. and Canada. Her proven track record, business acumen and commitment to championing women in business have earned her recognition as one of the insurance industry's top women executives by both Business Insurance and Canadian Insurance Top Broker magazines. She is now a three-time WXN Top 100 award winner, the recipient of McGill University's management achievement award and a Catalyst Canada honours award for her commitment to advancing women into leadership.

EARLY AND LASTING LESSONS: “Hard work pays off. Prioritize tasks. Find something you are good at. I switched from a fine-arts major to accounting major [since] I was better at numbers.”

WHAT IT WILL TAKE TO INCREASE GENDER EQUALITY IN MY INDUSTRY: “Improved succession planning at the line level to direct women sooner and more aggressively.”



SANDY MCINTOSH
EVP, People & Culture and
Chief Human Resources
Officer
TELUS
COMMUNICATIONS INC.

BIO: Sandy McIntosh leads a team that drives the company's innovative people and culture strategy for 47,000 team members around the globe. She joined Telus in 2007 and has been championing the growth and development of the Telus team ever since, transcending traditional HR accountabilities and challenging the status quo. With her leadership, Telus has been inducted into Waterstone Human Capital's Top 10 Corporate Cultures Hall of Fame.

EARLY AND LASTING LESSONS: “Fall in love with the problem and not a preconceived solution. It's what allows you to understand the root of the issue, focus on outcomes and make real change.”

ON BEING DESCRIBED AS POWERFUL: “Power for me comes from a deep sense of self, humility, staying grounded and surrounding myself with people who believe in the work as much as I do.”

WHAT IT WILL TAKE TO INCREASE GENDER EQUALITY IN MY INDUSTRY: “A societal shift in mindset.”



GILLIAN RILEY
EVP, Canadian Commercial
Banking
SCOTIABANK

BIO: Gillian Riley is responsible for the overall strategic positioning, growth and direct management of several key integrated business areas. She began her career with Scotiabank in 1994 in commercial banking and has held progressively senior positions. Riley is also chair of Roynat Capital's board of directors and sits on the board of the Canadian Club of Toronto.

ON RAISING YOUR VOICE: “When you need to speak up and know it's not going to be what everyone wants to hear, bring facts to the table.”

WHO I'D TRADE PLACES WITH FOR JUST ONE DAY: “Elon Musk, a former intern at Scotiabank, is someone who has always challenged the status quo and has focused on driving change. First, he changed how we pay, and now he's changing the way we travel, with some of the most innovative technology in the automotive industry. What would I do for the day? Work towards getting on a trip into space.”

CANADA'S MOST POWERFUL WOMEN.

CONGRATULATIONS
FOR BEING GREATER
THAN, EVERY DAY.



CLAUDIA THOMPSON
Managing Director,
Health & Public Service
and Inclusion & Diversity
Canada
Accenture



PETRA KURET
Office Managing
Director
British Columbia
Accenture

SCOTIABANK CORPORATE EXECUTIVES AWARDS
CONTINUED



CHARLENE RIPLEY
EVP, General Counsel
GOLDCORP INC.

BIO: Charlene Ripley built her career in the mining and energy sectors, serving as a senior executive and heading up the legal teams at Anadarko Petroleum and Linn Energy in Houston. She joined Goldcorp in 2013, where she is currently a member of the executive management team helping set strategic direction.

EARLY AND LASTING LESSONS: "The most important asset you have in business is your reputation."

ON HOW TO RAISE YOUR VOICE: "Ask a disarming question."

ON BEING DESCRIBED AS POWERFUL: "I feel very proud and honoured, and compelled to help other women achieve this recognition."

WHAT IT WILL TAKE TO INCREASE GENDER EQUALITY IN MY INDUSTRY: "Requiring that all key roles have a female succession candidate and ensuring that the female succession candidate has a career development plan that is monitored annually."



LOUISE ST-PIERRE
President & CEO
COGECO CONNEXION

BIO: Prior to moving into the top job, Louise St-Pierre held a number of vice-president positions in the information technology, customer service and operations sectors within Cogeco Connexion. The two-time WXN Top 100 award winner has been a member of the board of directors of the Domaine Forget in Charlevoix since 2012 and is patron of the 2016 McGill-HEC Montreal Executive MBA graduating class.

EARLY AND LASTING LESSONS: "Get out of your comfort zone: try, risk, have fun. Search for role models to be inspired."

ON BEING DESCRIBED AS POWERFUL: "Proud, stronger, energized to keep moving forward."

WHAT IT WILL TAKE TO INCREASE GENDER EQUALITY IN MY INDUSTRY: "More women at the top, key roles other than HR; a quota."

WHO I'D TRADE PLACES WITH FOR JUST ONE DAY: "The chairman of our company, to get an even more global perspective."



LAURIE SCHULTZ
President & CEO
ACL

BIO: Award-winning executive Laurie Schultz is responsible for leading the transformation of ACL's global business by mobilizing talent toward category disruption and double-digit growth. With more than 25 years of experience in software and technology sectors, Schultz has led 12 multimillion-dollar software P&Ls and has both doubled revenues and doubled profits by empowering change and relentlessly focusing on the "right critical few."

EARLY AND LASTING LESSONS: "Always do the right thing, never compromising your core values. Be the same person 9-to-5 (work) that you are 5-to-9 (home)."

ON HOW TO RAISE YOUR VOICE: "At ACL, we overtly announce that we are 'putting the moose on the table,' like the elephant in the corner of the room. The moose is a symbol of our cultural expectation to have hard conversations, without repercussion or judgment."



EVELYN SUTHERLAND
CFO
ENERCARE INC.

BIO: Since Evelyn Sutherland's appointment as chief financial officer, Enercare has quadrupled its revenue and market cap, delivering total shareholder returns of 232 per cent. This represents nearly 20 times the return of the S&P/TSX composite over the same period. She currently serves on the board of directors for the Canadian Mental Health Association, York Region and South Simcoe branch, and serves as the treasurer and chair of the audit committee.

EARLY AND LASTING LESSONS: "Learning from formal education can only bring you so far. It's harnessing an intellectual curiosity and passion that will take you to your next level. In addition, I found that the simple act of caring can separate a person from the pack. I attribute a lot of my success to this value."



SANDY SHARMAN
Senior EVP & Chief Human Resources Officer
CIBC

BIO: Sandy Sharman began her career in financial services as a branch manager and has since built more than 25 years of progressively more senior roles. In her current position, she is responsible for compensation and benefits; employee relations, policy and governance; talent management; and human resources support for all of CIBC businesses and infrastructure groups. She and her team are also responsible for all talent and people strategies across the bank.

EARLY AND LASTING LESSONS: "A lesson I took from one of my first managers is to let others do it their own way. We shouldn't expect our colleagues to do their job exactly the way we would. People bring their best ideas and performance to the table when they can be themselves. It's about respecting and valuing what everyone contributes in their own way."



JENNIFER TORY
Group Head, Personal and Commercial Banking
RBC

BIO: In addition to leading 35,000 employees and overseeing RBC's banking businesses in Canada and the Caribbean, Jennifer Tory is a member of the group executive. This means the three-time WXN Top 100 award winner is one of eight executives responsible for setting the overall strategic direction of RBC. A recipient of the 2011 Catalyst Canada Honour for championing women in business, Tory has a long history of supporting numerous community causes and currently serves as chair of Sunnybrook Hospital's advancement committee and vice-chair of the Toronto International Film Festival board.

WHAT IT WILL TAKE TO INCREASE GENDER EQUALITY IN MY INDUSTRY: "Leaders need to be constantly scanning the environment to create a diverse talent pipeline. And we need to make sure there are deliberate plans in place that include stretch assignments, along with coaching, mentoring and sponsorship. Companies need to set goals and be prepared to measure and report progress."

Diversity Changes Everything.

TC Transcontinental values and encourages diversity at all levels of the organization in the spirit of innovation and growth. We believe that leveraging the power of talented women elevates our thinking, creates value and makes us a stronger company.

“Isabelle, thank you for your dedication to promoting gender diversity and the advancement of women into leadership roles and on the Board of Directors at TC Transcontinental.”

TC Transcontinental celebrates all recipients of the WXN 2016 Canada's Most Powerful Women: Top 100 Awards and commends these extraordinary women for making their mark and shining bright.



ISABELLE MARCOUX

Chair of the Board, Transcontinental Inc.

Congratulations Isabelle on your third recognition as one of Canada's Most Powerful Women by the Women's Executive Network™.



CONGRATULATIONS

ON BEING RECOGNIZED IN THE 2016 WXN TOP 100



Mary Traversy COO, Canada Post

Siân Matthews Chair, Canada Post Board of Directors



These two outstanding individuals are helping reinvent Canada Post. We are honoured to have them on our leadership team.



SCOTIABANK CORPORATE EXECUTIVES AWARDS
CONTINUED



LEAGH TURNER

Global COO, Strategic
Customer Program

SAP AG

*Nominated as: COO,
SAP Canada Inc.*

BIO: Since joining SAP Canada in 2008 as an account executive, Leagh Turner has been a driving force in strengthening customer partnerships and growing the business both with existing customers and into new markets. In her current role, she leads a comprehensive portfolio of teams and is responsible for SAP Canada's operations, co-ordinating the company's cross functions in the pursuit of unified customer demand strategies, increased pipeline and sales, and happier customers.

ON BEING DESCRIBED AS POWERFUL: "I love the word powerful being used for anyone's accomplishments — especially anyone who has had to overcome hurdles to get there. The bottom line is, it takes power and perseverance to make it along the journey, and celebrating that encourages more people to keep at it themselves."

WHAT IT WILL TAKE TO INCREASE GENDER EQUALITY IN MY INDUSTRY: "Being in technology, it's important to prime young girls' interest in, and access to, the field to ensure they are aware of the opportunities a career in technology can afford."



**CATHERINE
WOOD**

SVP, Head of Online
Brokerage, Insurance
Products & Marketing

**QTRADE FINANCIAL
GROUP**

BIO: A team motivator with exceptional communication and problem-solving skills, Catherine Wood is a member of the company's senior executive team, building strategies to strengthen the Qtrade brand and bolster the financial health of the organization. Before joining Qtrade, she worked in a senior management capacity for top national financial institutions, leading wealth management business units, and founded her own company. Wood is a trustee for the Institute for Advanced Financial Education and was named one of the Top 50 Women in Life Insurance.

ON BEING DESCRIBED AS POWERFUL: "It makes me think of the energy, creativity and passion that's unleashed when smart, dedicated people work together with a clear vision towards a meaningful goal."

WHO I'D TRADE PLACES WITH FOR JUST ONE DAY: "Stephen Hawking, to be able to understand and contemplate concepts like quantum physics, string theory and black holes, and explain them to my kids."

CIBC Entrepreneurs Awards

Recognizing women who own and operate thriving businesses



8/10

people say they prefer in-person, face-to-face meetings to technology-enabled ones.

Study conducted by Forbes Insights, published in Business Meetings: The Case for Face-to-Face.



CHRISTIANE GERMAIN
Co-Founder & Co-President
GROUP GERMAIN HOTELS

BIO: Raised in a family of entrepreneurs, Christiane Germain became familiar with the realities of the business world at a young age, giving her the business sense to take the family restaurant business into the hotel industry with the opening of the group's first boutique hotel in 1988. She and her co-president and brother Jean-Yves Germain continue to grow the business and plan to have a network of 20 hotels across Canada by 2020.

EARLY AND LASTING LESSONS: "Try to succeed. It takes energy, passion and confidence to take that leap of faith, but one cannot hope to succeed if they are not persistent enough."

WHAT IT WILL TAKE TO INCREASE GENDER EQUALITY IN MY INDUSTRY: "I believe that managers could benefit from applying their emotional intelligence in decisions concerning human resources. For instance, offering a flexible work environment would convey concern for employees' personal lives and, consequently, impact gender equality."



MANDY RENNEHAN
Founder & CEO
FRESHCO

BIO: Ranked among the country's top female entrepreneurs, Mandy Rennehan has built Freshco, the first full-service, 24/7, on-call retail maintenance provider into a highly successful, well-run and financially responsible retail maintenance and construction company. Her honesty and passion for what she does have helped her assemble an impressive client list of Fortune 500 retail giants that include Apple, Nike, Lululemon and many others.

ON BEING DESCRIBED AS POWERFUL: "I embrace it! I've worked hard over the years to build this business while also finding ways to give back. Women are powerful, and we shouldn't be afraid to show it."

WHAT IT WILL TAKE TO INCREASE GENDER EQUALITY IN MY INDUSTRY: "Women are natural-born multi-taskers who are excellent at client service and are naturally nurturing, which helps develop long-lasting client relationships. Really, if women can see past the stereotype of a male-dominated trade industry and gather the confidence to just dive in, I have no doubt women would take over."



SHANNON ROGERS
President & General Counsel
GLOBAL RELAY COMMUNICATIONS

BIO: As an entrepreneur and business leader, Shannon Rogers has received numerous awards and distinctions, including being ranked Canada's top female entrepreneur in the Profit W100. The three-time WXN Top 100 award winner brings a high-powered combination of legal expertise, business acumen and sales savvy to Global Relay, the leading provider of cloud-based archiving and information governance solutions for the global financial sector. Rogers is responsible for the company's business strategy and development and has been integral in establishing the company's strong customer relationships and global distribution network.

EARLY AND LASTING LESSONS: "Surround yourself with good people, believe in what you're doing and stick with it — no matter what others say."

ON HOW TO RAISE YOUR VOICE: "Make sure others know you understand and respect their point of view before speaking up. And when you do, be logical and practical."



GEETA SANKAPPANAVAR
Co-Founder, President & COO
GRAFTON ASSET MANAGEMENT

BIO: An international thought leader, unrelenting advocate for women's equality and a committed philanthropist, Geeta Sankappanavar helped set the strategic direction for Grafton Management and grow it to Canada's third-largest energy investment firm in less than five years. She has been recognized for her entrepreneurial skills, business acumen, expertise and leadership as a senior woman in business.

EARLY AND LASTING LESSONS: "I was never the smartest person in the room. My differentiator is that I would just work harder than anybody else, to go so above and beyond that I became indispensable. Also, things are not always what you think they are as you are experiencing them. This is a lesson on the value of embracing transformations and pivots in your road ahead, both personally and professionally."

WHAT IT WILL TAKE TO INCREASE GENDER EQUALITY IN MY INDUSTRY: "Two things equally: The eradication of conscious and unconscious gender bias at all levels; the continued willingness of each generation of women to continue to fight for recognition of their achievements and demonstrate measurable positive impact on their business."



\$28 trillion

If women and men participated in the economy equally, it would add as much as \$28 trillion to annual global GDP in 2025—equivalent to the U.S. and Chinese economies combined.

The Power of Parity: How Advancing Women's Equality Can Add \$12 Trillion to Global Growth. McKinsey Global Institute. 2015.



Men apply for a job when they meet

60%

of the qualifications



Women apply for a job when they meet

100%

of the qualifications

Hewlett Packard internal report



35%

Companies with gender-diverse workforces are 35% more likely to outperform those without.

From research in McKinsey's "Why diversity matters" 2015 report.



ELEN STEINBERG

President & CEO
SPP MARKETING SERVICES INC. & REAL STYLE NETWORK INC.

BIO: A fearless innovator, Elen Steinberg leads both of her companies in program development and design. SPP Marketing Services specializes in new credit card acquisitions for clients, who have included CIBC, RBC, Scotiabank, Amex, BMO and TD. Award-winning magazine Real Style was Canada's first digital magazine with "shoppable" content. The two-time WXN Top 100 award winner has also been recognized by Profit magazine as one of the Top 100 women business owners in Canada.

ON HOW TO RAISE YOUR VOICE: "Introduce it as a 'what if' — as in what if we looked at this issue from this perspective or what if we tried doing this or that in a different way? Then ask the group to look at it constructively and discuss, as opposed to letting the view or perspective be shot down right away."



JOYCE USHER-MESIANO

President & Partner
NATIONAL BROKERS INSURANCE SERVICES INC.

BIO: An award-winning entrepreneur and innovator, Joyce Usher-Mesiano is president of three insurance brokerages and a second-medical-opinion service. She has established a reputation for challenging the status quo, and this spring she introduced a Women in Business insurance program to provide women-owned companies with insurance. She is also an active volunteer and co-founded the BEfund/ Butterfly Effect, in memory of her sister Siobhan, to promote lung cancer awareness and care.

EARLY AND LASTING LESSONS: "Don't ever be afraid to ask for help/assistance. Be ready to change or adapt your plan."

ON BEING DESCRIBED AS POWERFUL: "I am humbled and honoured to represent my team and to be included in such an amazing list of women ... Knowledge is power and it is meant to be shared."

ON HOW TO RAISE YOUR VOICE: "Speak up. Different perspectives can redefine or refine an idea, plan or process. Exciting opportunities may arise when ideas are challenged."



ANNE WHELAN

President & CEO
SEAFAIR CAPITAL INC.

BIO: Award-winning entrepreneur and executive Anne Whelan leads a growth-focused private investment company that provides strategic leadership and expertise to its group of operating companies. Seafair Capital is in growth mode, and Whelan was named CEO of the Year by Atlantic Business Magazine in 2014. Additionally, she chairs Newfoundland Power's board and also serves on the boards of the Business Development Bank of Canada and the CSA Group.

EARLY AND LASTING LESSON: "I grew up in a small rural community where there wasn't exposure to a lot of different careers. And I went to a school where some of our teachers were in a religious order. I remember one of the Sisters giving me a bookmark that said 'Go as far as you can see. When you get there, you'll be able to see further.' It was inspirational to me as a teenager, and it still is. Turns out, it's very good advice."



Congratulations Ann

From everyone at Centennial College, we would like to congratulate our President, Ann Buller, for having been selected as one of Canada's Most Powerful Women: Top 100 for 2016.

As a visionary leader, Ann has transformed Ontario's first College. And as a tireless advocate for the College sector and a dedicated mentor of girls and women, she is transforming our community.

See where
experience
takes you.

FLEXIBLE WORK: MAKING IT WORK FOR EMPLOYERS & EMPLOYEES

BY NANCY CARR



Flexible work environments suit today's world, letting people take advantage of common technology to work almost anywhere. They allow adults to find family time, and let everyone add volunteering, learning or exercising to their day, when and how they choose.

A survey by Randstad Canada shows 48 per cent of Canadians would like flexible work hours. Yet flexible workplaces are not common, partly because the Western business world's habit is structured, scheduled work. Despite the benefits of flexible work — including increased productivity, profitability, employee health and satisfaction — most have never worked in a flexible environment or know how to do it.

"For employees who have been in the same dedicated workspace for a long time, it is a big transition to go to a virtual environment," says Kerri-Ann Santaguida, vice-president and general manager, American Express Canada, where the BlueWork program provides the option to work remotely and control schedules. "And for leaders it can be difficult, too."

A GUIDE TO A FLEXIBLE WORKPLACE

FOR EMPLOYERS



FORMALIZE YOUR FLEXIBLE WORKPLACE POLICIES

One reason BlueWork is a global success at American Express: It's a formalized program for all employees. "There was a period of time, before BlueWork, where what you had to do to accommodate a work-life balance was based on the leader you reported to and their philosophy," says Santaguida, who has an office at American Express's Mississauga, Ont., property but works from home in nearby Oakville two days a week. "Now that we have this model, that's been eliminated."



WALK THE WALK

Karen Werger, advisory and national leader of professional and business services sector for Deloitte, says her staff might not have felt comfortable working flexibly if she didn't do it herself. "By taking advantage of these opportunities to do a flexible work arrangement, I helped show them that it is possible to achieve certain things and to work flexibly, to work differently," says Werger, who has three children and was promoted to partner while on maternity leave.



MEASURE YOUR PRODUCTIVITY

One of the great benefits of flexible work can be increased productivity and profitability.

Anne Giardini, chancellor at Simon Fraser University in Burnaby, B.C., studied economics as an undergraduate and views rigid work hours as "enormously inefficient." But she admits that adding flexibility to a workplace can hurt productivity.

She recommends measuring flex work

to provide proof for shareholders or board members. "I think there's a requirement ... to measure it and demonstrate to the people involved that productivity has at least not been sacrificed and has, in fact, been demonstrably increased," says Giardini.

FOR EMPLOYEES



MAKE A CASE FOR YOURSELF

Employees must ask for flex work. "My motto in life is: You just need to ask," says Werger.

Giardini recommends going to your manager or human resources department with a plan that shows a different arrangement would benefit the organization and yourself. "You have to make a full proposal with the numbers and the dollars," she says.



IF YOU ASK FOR FLEXIBILITY, BE FLEXIBLE

When Werger returned to work after her first maternity leave, she worked at 80 per cent, and after her next two, at 60 per cent, until she was ready to ramp up again. But that didn't mean strictly working three or four days a week. "It kind of varied depending on what types of things I was working on, and I tried to look at it throughout the year," says Werger, whose work is unpredictable and transaction-based. "There were certain weeks when I worked 100 per cent or 120 per cent, so I took more time off the following weeks."



BE DISCIPLINED ABOUT ME-TIME

Working at home can make it easy to forget about taking breaks. "You have to be careful that your work doesn't ... take over your personal life," says Santaguida. "For your own well-being, you have to be able to step away from your desk or your office space."

TELUS Future Leaders Awards

Recognizing women under the age of 30 who have distinguished themselves early in their careers



SHEREEN ANIS
CEO
KID KODER'Z CITY INC.

BIO: A six-time award-winning serial entrepreneur determined to empower more young women to choose a career in technology, Shereen Anis founded Kid Koder'z City, a tech-ed summer camp and after-school enrichment program, as well as tWEam Initiatives Inc, Netwurxx and TutorPass. She's been a speaker at TEDx UET Pakistan. Anis was recognized by Governor General David Johnston with the Caring Canadian Award and is a part of the 2016 Queen's Young Leaders program.

EARLY AND LASTING LESSONS: "Refusing to fit in and maintaining my own unique identity while being the weird one has been my most prized lesson."

WHO I'D TRADE PLACES WITH FOR JUST ONE DAY: "Marissa Mayer, CEO of Yahoo. Her perseverance, tenacity and resilience in leading an arguably failing company is legendary. What makes her even more exceptional is her ability to communicate personally, despite the toughest of times. This is how I see strong, powerful women leading across all industries."



VÉRONIQUE JACQUES
Combat Engineer Officer
CANADIAN ARMED FORCES

BIO: How do you create a life and build a career that will give you the opportunity to have a positive impact on the world stage? If you're Véronique Jacques, you become a civil engineer and join the Canadian Armed Forces. Jacques is part of the Canadian contingent on Operation SOPRANO as part of the United Nations mission in the republic of South Sudan and, in July 2016, she became adjutant officer for the commander of base construction engineering in the St-Jean-sur-Richelieu region. This year, she won the Woman of Distinction Award from the Montréal Y Foundation.

EARLY AND LASTING LESSONS: "Do not postpone!"
ON BEING DESCRIBED AS POWERFUL: "I feel grateful to be recognized."

ON HOW TO RAISE YOUR VOICE: "Believe in yourself and keep going."

WHO I'D TRADE PLACES WITH FOR JUST ONE DAY: "The governor general. I would love to learn more about his work and represent Canada."



AMÉLIE T. GOUIN
Associate
BORDEN LADNER
GERVAIS LLP

BIO: Amélie T. Gouin was admitted to the Barreau du Québec in 2012. Since joining Borden Ladner Gervais, she has worked in international commercial arbitration and is interested in class actions, real estate law, shareholders' recourses and fraud cases. She was French executive editor of the McGill Law Journal and for many years has been involved in the activities of the Young Chamber of Commerce of Montreal, where she serves on the board.

EARLY AND LASTING LESSONS: "Stay calm and carry on. You always find the time to get where you want to be."

ON BEING DESCRIBED AS POWERFUL: "I just do my best to achieve what I want and to be satisfied by who I am and what I do."

ON HOW TO RAISE YOUR VOICE: "I 'raise my voice' by bringing constructive and concrete solutions to the table and by making sure that my actions talk for themselves."



AMANDA KHAN
Medical Student
THE UNIVERSITY OF
TORONTO, MD/PHD
PROGRAM

BIO: While completing her masters of science in medical biophysics, Amanda Khan designed and engineered the world's first brain ventricle MRI phantom, a device that aids in the diagnosis and management of Alzheimer's disease. Khan is now at the University of Toronto's world-renowned MD/PhD program, where she was elected the program's first female president and as part of her doctoral research is developing a laparoscopic tool that automatically prevents surgeons from exerting too much force on delicate body tissues. She was awarded the Vanier Canada Graduate Scholarship for this research.

EARLY AND LASTING LESSONS: "That you alone are on your own path in life and not to compare yourself to others."

WHAT IT WILL TAKE TO INCREASE GENDER EQUALITY IN MY INDUSTRY: "Advertise science and engineering more towards women early, in high school and middle school."



SARAH JACOBS BARRS
Director, Events
KLICK INC.

BIO: Sarah Jacobs Barrs has been in the event industry since 2007, specializing in large-scale fundraising events across North America and helping to raise millions of dollars for organizations such as Mount Sinai Hospital and SickKids. Since joining Klick in early 2015, she has led the execution of numerous event concepts that have changed the face of health industry events, including the award-winning MUSE and Klick Ideas Exchange.

ON HOW TO RAISE YOUR VOICE: "Once you've established your credibility in your craft, it's easy to get people to listen, especially if you listen to them, too. Listening is an underrated aspect of having your voice heard."

WHO I'D TRADE PLACES WITH FOR JUST ONE DAY: "Angela Ahrendts, the former CEO of Burberry and now the only female senior vice-president at the world's biggest tech giant, Apple. She's revolutionizing what people already believe to be revolutionary and she's succeeding in style."



BAILEY PARNELL
Founder & CEO
SKILLSCAMP

BIO: Bailey Parnell is an award-winning digital marketer and businesswoman with a passion and talent for helping people and brands tell their stories better. She recently founded SkillsCamp, which helps people and businesses develop the soft skills needed for professional success. Parnell also works in digital marketing at Ryerson University.

EARLY AND LASTING LESSONS: "Confidence is everything. Almost all soft skills we teach come back to confidence. Everyone has a different path to finding or maintaining it, but it's critical to find how you can do that for yourself."

WHAT IT WILL TAKE TO INCREASE GENDER EQUALITY IN MY INDUSTRY: "We need more leaders to follow in the footsteps of Glen Mazzara, a producer who realized women weren't speaking up in his writer's room and were being cut off when they did. He instituted a 'no-interruptions rule' that significantly changed the dynamic. We have to be intentionally inclusive, whether that's specifically asking quiet individuals what they think or instituting equity-promoting policies."



UNIVERSITY OF TORONTO
SCHOOL OF CONTINUING STUDIES

Learning Leader

Throughout her career, including the past decade as Dean of the University of Toronto School of Continuing Studies, Marilyn Booth has demonstrated how lifelong learning broadens horizons, creates opportunity, enriches our culture and builds stronger communities. Blending innovative thinking with academic entrepreneurship, she understands the critical role education plays in empowering talented women to realize their potential.

Thank you, Marilyn, for helping thousands of Canadian women learn to advance their careers. And congratulations on this well-deserved recognition.



KPMG Professionals Awards

Recognizing women who are professionals in practice who play a leadership role within their organizations



SARA L. AUSTIN
Founder & President/CEO
**CHILDREN FIRST
CANADA**

BIO: A passionate champion for women and children and an established senior leader with nearly 20 years of experience in the non-profit/charitable sector, Sara Austin is a multiple WXN Top 100 award winner, and for good reason. As an expert in international human rights law, she has led global advocacy campaigns, shaped major public policy efforts and launched philanthropic campaigns. She brings all of this experience and expertise to Children First Canada, a new national non-profit organization dedicated to the protection and empowerment of Canada's children.

EARLY AND LASTING LESSONS: "Always remember the 'why.' Keeping a laser-like focus on what motivated you in the first place will help carry you through the tough times."

WHO I'D TRADE PLACES WITH FOR JUST ONE DAY: "The United Nations secretary general. No woman has ever held the highest position in the United Nations, and it would be an incredible opportunity to serve in this role."



GEORGINA BLACK
Partner & National
Industry Leader, Health
& Life Sciences
KPMG LLP

BIO: A trusted and sought-after adviser in the health and life sciences sphere, Georgina Black is a partner at KPMG and the national leader of the Canadian health and life sciences practice. She has led the transformation of KPMG's Canadian health-care practice and serves on the firm's global health-care steering committee. A passionate community leader, Black currently serves as the chair of the board of Ridley College.

ON HOW TO RAISE YOUR VOICE: "Lean forward and declare, 'I have a different perspective on this matter,' and then get to the point."

WHAT IT WILL TAKE TO INCREASE GENDER EQUALITY IN MY INDUSTRY: "The expectation that there should be gender equality now and stop treating it like a long-term project."

WHO I'D TRADE PLACES WITH FOR JUST ONE DAY: "The prime minister. I would introduce national day care to ensure that quality early education and child care is available to all families across the country."



SAMANTHA HORN
Partner
STIKEMAN ELLIOTT LLP

BIO: Recognized as one of the country's leading lawyers in the corporate, commercial, mergers and acquisitions and private equity practice areas, Samantha Horn is a member of the Toronto office's management committee and is a three-time WXN Top 100 award winner. Her efforts toward the promotion and advancement of women in law have contributed to the firm receiving the Profiles in Diversity Journal's Award of Excellence.

ON BEING DESCRIBED AS POWERFUL: "To me, it indicates that with this accomplishment comes responsibility to continue to push forward on the issue of women and leadership."

WHAT IT WILL TAKE TO INCREASE GENDER EQUALITY IN MY INDUSTRY: "When I'm speaking to young people who are considering a career in law, I tend to focus more on what I love about what I do, the opportunities it has afforded to me and what keeps me coming to the office and doing this after more than 20 years."



MELISSA KENNEDY
EVP & Chief Legal Officer
and Public Affairs
SUN LIFE FINANCIAL

BIO: One of Canada's leading lawyers and a recognized diversity and inclusion champion, Melissa Kennedy has a distinguished career that began in private practice followed by roles as head of the Ontario Securities Commission's prosecution team and a senior executive position at a major Canadian bank. Prior to joining Sun Life in 2014, she was senior vice-president, general counsel and corporate affairs at the Ontario Teachers' Pension Plan. In her current role, Kennedy is responsible for Sun Life Financial's global legal, compliance, corporate secretarial and corporate and public affairs functions. Kennedy is also a member of University of Toronto's law alumni association council, serves on the board and audit committee of the Toronto Financial Services Alliance and is on the executive committee of the Legal Leaders for Diversity and Inclusion. She received the Arbor Award from the University of Toronto for her volunteer work.



PETRA KURET
Office Managing Director
ACCENTURE

*Nominated as: Location
Managing Director,
Accenture*

BIO: From parliamentary page to award-winning executive, leader and consultant, Petra Kuret was the first Canadian female partner in resources and has developed a reputation as a "chief fix-it officer." In 2013, she was appointed location managing director for British Columbia, helping grow the business and build employee engagement. Kuret is passionately involved with several organizations such as B.C. Women's Hospital and Free the Children.

EARLY AND LASTING LESSONS: "Seek out opportunity: In my early years, I seized opportunities to live abroad. These experiences gave me perspective, taught me tolerance for others and informed a more global view. Take risk: Trying new roles and taking on expanded responsibilities have allowed me to discover strengths and passions I didn't know I had and added skills to my tool kit. Work hard: Growing up in an immigrant family and working in our family business on weekends helped me develop a strong work ethic."



VALERIE MANN
Partner
LAWSON LUNDELL LLP

BIO: Chair of Lawson Lundell's technology law group and co-chair of the firm's mergers and acquisitions practice group, Valerie Mann has been recognized as one of the best lawyers in Canada in the areas of mergers and acquisitions, technology and corporate law. She is the former managing partner of Lawson Lundell and a two-time WXN Top 100 award winner.

EARLY AND LASTING LESSONS: "Get involved; volunteer for things; let others know you are interested."

ON BEING DESCRIBED AS POWERFUL: "Power is just another word for leadership, hopefully inspiration, and an ability and a willingness to make others around you better."

ON HOW TO RAISE YOUR VOICE: "Remove 'fudgy' phrases, such as 'I'm not sure that I'm right but ...' from your lexicon and state, as concisely as possible, what you want to convey. Then repeat it. Too often, your point of view will, in fact, be considered but it will come out of someone else's mouth 10 minutes later."

Unrivalled talent, exceptional leadership.

We are delighted to celebrate Cheryl Reicin and Sylvie Rodrigue as recipients of WXN's 2016 Canada's Most Powerful Women: Top 100 Award. It is a privilege to have two of Canada's most outstanding leaders in the legal profession with us at Torys, and we take great pride in applauding both Cheryl and Sylvie for their many achievements as lawyers, mentors, and stewards of their communities.





CAROL PENNYCOOK
Partner
**DAVIES WARD PHILLIPS
& VINEBERG LLP**

BIO: A pioneering and leading figure in the field of public-private partnerships, Carol Pennycook was the sole Canadian lawyer identified this year as a Star Individual in the field of project finance by Chambers Global. She was also named Toronto banking and finance law lawyer of the year by The Best Lawyers in Canada. She is a member of the firm's management committee and is regularly the lead counsel on projects of national significance, such as the city of Edmonton's \$1.8 billion Valley Line light-rail transit project and the city of Saint John's \$200 million safe drinking water project.

WHAT IT WILL TAKE TO INCREASE GENDER EQUALITY IN MY INDUSTRY: "More women directly involved in law firm management; increased flexibility in how individual lawyers contribute to the firm's practice; commitment to women staying connected while on maternity leave; and facilitating reintegration upon return."



TRACEY RILEY
Managing Partner,
Assurance, Canada, Asia-
Pacific & Americas
PWC CANADA

BIO: As member of the senior management team, Tracey Riley is also part of PwC's G500 group of global leaders. She has more than 20 years of experience advising clients across all sectors in Canada, the U.S. and the U.K. Riley is active in her community and is past chair of the Centre for Addiction and Mental Health Foundation (CAMHF) finance committee. She is also a board member of the Country Day School.

EARLY AND LASTING LESSONS: "Attitude, effort and learning from our failures is key."

ON HOW TO RAISE YOUR VOICE: "I focus on the facts and ask questions around alignment to our objectives, strategy, purpose etc."

WHAT IT WILL TAKE TO INCREASE GENDER EQUALITY IN MY INDUSTRY: "Continue to invest in evolving culture and providing development, support and mentoring for our women and diversity training for all."



SARAH QADEER
General Counsel
**HOME DEPOT OF CANADA
INC.**

BIO: One of Canada's top general counsels (GC Powerlist, 2016), Sarah Qadeer sets strategic goals for the legal function of Home Depot of Canada and, as a member of the Canadian executive team, she helps set strategy and goal-setting for the company. She is also part of the diversity and inclusion leadership council and sits on the executive committee and board of the Home Depot Canada Foundation.

EARLY AND LASTING LESSONS: "To read a lot and educate myself broadly in many disciplines (I studied science and law, but read the ancient Greeks, Russians and feminist theory throughout that period). I also learned the continuing value of community service."

WHAT IT WILL TAKE TO INCREASE GENDER EQUALITY IN MY INDUSTRY: "An open dialogue on why women and diverse candidates may not be in the pool or pipeline; accountability if that is the case."



SYLVIE RODRIGUE
Partner & Head of Torsy's
Montreal Office
TORSY LLP

BIO: Recognized as one of the most influential players in the legal market and among the leading lawyers in Canada, Sylvie Rodrigue has a broad litigation practice with extensive experience defending class actions across Canada as well as other corporate commercial matters. She received the advocatus emeritus distinction from the Quebec bar in 2014. Rodrigue is active in her community, serving on boards such as the Salvation Army national advisory board and honorary chair for the annual fundraiser for the Shelter of Hope in Montréal.

EARLY AND LASTING LESSONS: "Work ethic, passion (loving what you do), discipline and integrity."

ON HOW TO RAISE YOUR VOICE: "Be clear, precise, concise and convincing. Always use a concrete example."

WHO I'D TRADE PLACES WITH FOR JUST ONE DAY: "Malala Yousafzai. She is truly an inspiration despite her young age, and she is making a real difference for girls around the world."



CHERYL REICIN
Partner
TORSY LLP

BIO: Chair of Torsy's life sciences practice, Cheryl Reicin has clients that range from tech startups to the largest biotechnology company in the world to major investment banks and venture capital funds. She has the sole distinction of being ranked in international and national rankings as a leading lawyer in life sciences and technology and has received numerous recognitions and awards.

ON HOW TO RAISE YOUR VOICE: "I like to ask lots of questions to get others to see an issue in a different way. I generally only speak in meetings when my view is not the majority view — why espouse a view that is already accepted?"

WHAT IT WILL TAKE TO INCREASE GENDER EQUALITY IN MY INDUSTRY: "Starbucks-style customized careers that allow one to power up and power down, guilt-free."

WHO I'D TRADE PLACES WITH FOR JUST ONE DAY: "My younger self but with my current life experience and perspectives."



CLAUDIA THOMPSON
Managing Director
ACCENTURE

BIO: With more than 24 years of experience in the consulting industry, Claudia Thompson leads Accenture's health and public service business in Canada. She is a member of Accenture's Canadian management committee and is accountable for Accenture's go-to-market strategy within the public service industry, as well as its top-line and bottom-line results. Thompson also sets the vision and executes the strategy for leadership development, inclusion and diversity, human capital strategy, and corporate citizenship across the country.

EARLY AND LASTING LESSONS: "What happens to you isn't always about you."

WHAT IT WILL TAKE TO INCREASE GENDER EQUALITY IN MY INDUSTRY: "We need all children (boys and girls) formally learning and using technology as part of their education program in primary school. Canada needs more IM/IT skills to meet the demands and enable economic growth. We need to increase the digital literacy of our graduating students."

Congratulations Kathy Kinloch

The BCIT School of Business is proud to congratulate President Kathy Kinloch on the honour of being named as one of Women's Executive Network's Top 100 Most Powerful Women in Business.

BCIT School of Business's model of industry leading applied learning is creating generations of strong female leaders who we look forward to congratulating in the years to come.

KPMG PROFESSIONALS AWARDS
CONTINUED



KAREN WERGER
Partner, Toronto
Marketplace Leader,
Financial Advisory
& National Leader,
Professional & Business
Services Sector
DELOITTE LLP

BIO: Karen Werger focuses on the areas of dispute advisory and valuations, and is a member of Deloitte's partner advisory council, which advises the CEO on key business choices. She is also the national diversity partner for financial advisory and, together with CEO Frank Vettese, launched the Canadian Women's Initiative (canWin) at Deloitte. Werger received the 2015 Lynda Bowles Spirit Award for her efforts to help women recognize and achieve their leadership potential.

ON RAISING YOUR VOICE: "It's always important to provide your perspective, particularly when your perspective is different from the rest of the group, because diverse groups generate better solutions."

WHAT IT WILL TAKE TO INCREASE GENDER EQUALITY IN MY INDUSTRY: "Sponsorship is key. Sponsoring more of our top-talent women and ensuring they progress at the same rate as their talented male colleagues. Not enabling our top-talent women to hold themselves back because they feel they aren't ready for the next level."

PWC Public Sector Leaders Awards

Recognizing women who hold senior positions in Canada's public sector organizations, not currently in public office



**YAPRAK
BALTACIOĞLU**
Secretary of the
Treasury Board
**TREASURY BOARD OF
CANADA SECRETARIAT**

BIO: Yaprak Baltacioğlu has built her career in public service, occupying positions at the Public Service Commission of Canada, Environment Canada, Agriculture and Agri Food Canada, where she was instrumental in the successful negotiation of the federal agricultural policy framework, and the Privy Council Office, where she provided advice and support to the then prime minister. Prior to becoming secretary of the Treasury Board, she served as deputy minister of transport, infrastructure and communities.

EARLY AND LASTING LESSONS: "Be kind, generous and humble."

ON BEING DESCRIBED AS POWERFUL: "I am comfortable being in my 'power' shoes but walk very lightly in them."

WHO I'D TRADE PLACES WITH FOR JUST ONE DAY: "I would be Babette from Babette's Feast, cook that meal and make everyone happy."



MARILYNN BOOTH
Dean
**UNIVERSITY OF
TORONTO, SCHOOL OF
CONTINUING STUDIES**

BIO: Throughout Marilyn Booth's career in higher education, most notably in leading the continuing education schools at two of Canada's largest universities, she has defined herself as an academic entrepreneur, providing leadership to an academic business, totally self-funded within the university academy. Under her leadership, annual enrolments have tripled and revenues have more than tripled.

ON BEING DESCRIBED AS POWERFUL: "True power is the ability to empower other people. I've always said that to be successful you need to work with people who are smarter than you — and trust they feel the same way."

WHO I'D TRADE PLACES WITH FOR JUST ONE DAY: "Penny Oleksiak, the 16-year-old swimmer who won four medals at the Olympics in Rio. Seeing her on the podium and carrying our flag into the closing ceremonies, on top of the world yet showing such humility, I feel she inspires young women to fulfill their true potential in every pursuit — including education."



ANN BULLER
President & CEO
CENTENNIAL COLLEGE

BIO: Transformative change, social justice, inclusion and balanced budgets have all been the hallmarks of Ann Buller's leadership. The result: Centennial has introduced several award-winning mentoring and support initiatives to students who are under-represented in post-secondary education, and the college has emerged as an internationally recognized leader in the field of global citizenship education.

EARLY AND LASTING LESSONS: "Learning to listen to and act upon feedback is a critical skill. Especially when I was younger, I heard all developmental feedback as criticism, which was particularly hard when the reviewer's comments differed from my own self-assessment. Being able to reflect on feedback and learn from it is a key part of becoming comfortable in your own skin."

WHAT IT WILL TAKE TO INCREASE GENDER EQUALITY IN MY INDUSTRY: "We must model and value employees having a full life — not champion nor model an outdated, workaholic, die-at-your-desk mentality!"



LISE CROTEAU
EVP & CFO
HYDRO-QUÉBEC

BIO: Lise Croteau joined Hydro-Québec in 1986 and has held increasingly senior management positions. In 2004, she was the first woman appointed corporate controller and, prior to her current role, she was the first woman to serve as acting president and chief executive officer. Croteau is a member of the board of the Montréal Heart Institute Foundation and also serves on the board of trustees of the Montréal Museum of Fine Arts and is vice-chair of its audit committee.

ON BEING DESCRIBED AS POWERFUL: "Power means the importance of the impact of my accomplishments on the lives of people around me and society."

WHAT IT WILL TAKE TO INCREASE GENDER EQUALITY IN MY INDUSTRY: "We must educate senior management and then apply positive policies favouring women's access."

WHO I'D TRADE PLACES WITH FOR JUST ONE DAY: "I do not envy anyone's job. I just wish that more women would have key positions to make a better world."



Only
55.6%
of Canadians are happy
with their current work
schedule

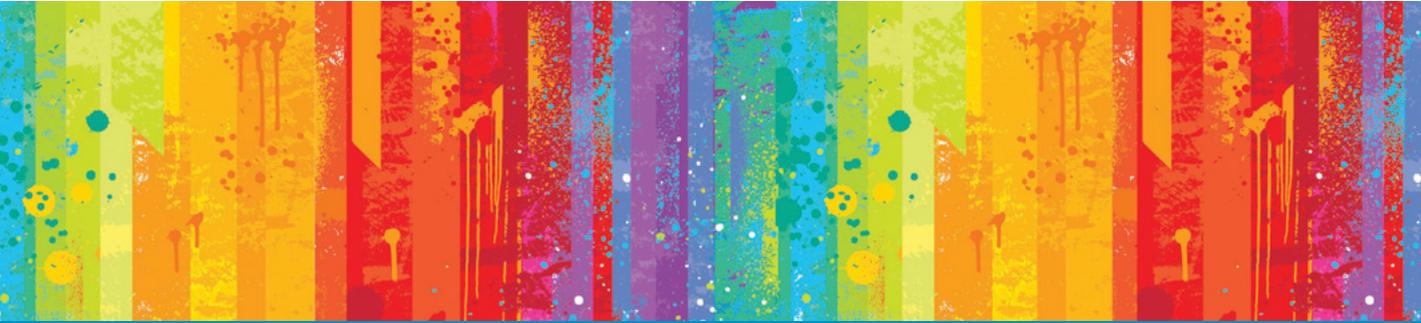


65%
want to work remotely
on an occasional basis



48%
would like to work
flexible hours

According to a 2016 Randstad study



WeirFoulds Congratulates Lisa Borsook



WeirFoulds is proud to announce that our colleague and partner, Lisa Borsook, is being recognized as one of WXN's Top 100 Most Powerful Women in Canada for the fourth time. She will therefore now be inducted into the WXN Hall of Fame. Our firm and clients have long benefited from Lisa's exceptional skills as an accomplished lawyer, a committed role model and a passionate contributor to her community. As a recognized authority in her field, Lisa has used her unique position as one of Canada's first female law-firm managing partners to enhance the firm's profile and to advocate for the advancement of women in the legal profession.

We are delighted to see Lisa's outstanding work receive such well-deserved and highly regarded public recognition. Congratulations Lisa—from all of us at WeirFoulds.

We would also like to congratulate our friends and colleagues Penny Wyger, the Senior Vice President, Legal Counsel and Corporate Secretary, LCBO, and Penny Lipsett, Vice-Chair, LCBO Board and Chair, Governance and Compensation Committee, for their recognition as well.

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BARBARA GRANTHAM
President & CEO
VGH & UBC HOSPITAL FOUNDATION

BIO: Over her 25-year career as a senior executive and consultant in the non-profit and philanthropic sectors, Barbara Grantham has held positions with the Vancouver Foundation, Streethome Foundation, BC Children's Hospital Foundation and the Canadian Mental Health Association. She excels in strategic planning, organizational assessment, project management, board governance, financial sustainability and public policy issues, also bringing those skills to her board work with the YMCA of Greater Vancouver and Awkward Stage Theatre Productions. Grantham serves as a member of the national advisory council of Imagine Canada.

EARLY AND LASTING LESSONS: "Friendships can last a lifetime, so invest in them. Question everything you can and listen for the answers!"

WHO I'D TRADE PLACES WITH FOR JUST ONE DAY: "Angela Merkel, because she is calm, measured and knows how to use her power for positive impact."



TRACY KITCH
President & CEO
IWK HEALTH CENTRE

BIO: A recognized health-care executive and transformational leader, Tracy Kitch is known for her ability to set strategic vision and effectively lead and align teams, leveraging organizational strength to achieve high performance. She is passionate about creating quality work environments and is a member of several boards, including the IWK Health Centre and IWK Foundation, the Canadian Association of Pediatric Health Centres, the Nova Scotia Health Employees' Pension Plan and the United Way Halifax.

EARLY AND LASTING LESSONS: "When I first started out in my career in health care at McMaster University, I gained a deep appreciation for the importance of dynamic and rich learning environments. As a leader, I try to ensure I create this same environment to help my teams thrive and reach their full potential."

WHAT IT WILL TAKE TO INCREASE GENDER EQUALITY IN MY INDUSTRY: "A more focused approach to supporting and mentoring students from diverse and vulnerable groups early in their education."



DR. ERIN KELLY
Assistant Deputy Minister,
Corporate & Strategic
Planning
DEPARTMENT OF ENVIRONMENT AND NATURAL RESOURCES, GOVERNMENT OF THE NORTHWEST TERRITORIES

BIO: Dr. Erin Kelly has worked as an educator, lake steward, academic and government scientific researcher and a consultant/contractor. During her six years with the GNWT, she has led the implementation of Northern Voices, Northern Waters: the NWT Water Stewardship Strategy, maintaining strong relationships with the aboriginal steering committee, and is also the lead GNWT negotiator on trans-boundary water management agreements. Her work has been recognized with a Deputy Minister Special Recognition Award and a Premier's Award.

WHAT IT WILL TAKE TO INCREASE GENDER EQUALITY IN MY INDUSTRY: "I would like to encourage young women, particularly indigenous young women, to consider education and work in the environmental sciences with a focus on linking Western science and traditional knowledge. I am hoping that through WXN there may be ways to improve the availability of made-in-the-North mentorship and learning opportunities for women in the Northwest Territories."



DR. DRU MARSHALL
Provost & VP (Academic)
UNIVERSITY OF CALGARY

BIO: Dr. Dru Marshall is one of Canada's most respected experts in the fields of exercise physiology and women in sport and physical activity. Throughout her 30-year career, she has been involved at the highest level of amateur sport as a coach, trainer and physiologist, earning several Coach of the Year distinctions. Marshall was twice named one of the most influential women in sport in Canada. She credits her coaching experience with helping shape her executive leadership style, which has earned her a reputation as a strong team leader, team builder and mentor.

EARLY AND LASTING LESSONS: "Anything is possible; the importance of preparation; that it is important to make things better for the people coming behind you; never let yourself get too comfortable."

WHO I'D TRADE PLACES WITH FOR JUST ONE DAY: "Beyoncé, because she really 'runs the world,' is in a completely different field from me, and I would like to see how she has set up her business empire."



KATHY KINLOCH
President
BRITISH COLUMBIA INSTITUTE OF TECHNOLOGY

BIO: With experience in a number of senior leadership and executive roles, Kathy is recognized for leading organizational renewal in complex environments and spearheading change initiatives in the post-secondary, as well as government and health-care sectors. Her current role focuses on broadening and deepening BCIT's partnerships with business, industry and community, and on taking the organization globally. In 2015, Kinloch was named one of British Columbia's 50 most influential women by BC Business and earned a spot on Vancouver Magazine's Power 50 list. Earlier this year, she was also named a Woman of Distinction by the YWCA Metro Vancouver.

EARLY AND LASTING LESSONS: "Be true to your values."

ON HOW TO RAISE YOUR VOICE: "Speak up; offer an informed opinion with confidence."

WHAT IT WILL TAKE TO INCREASE GENDER EQUALITY IN MY INDUSTRY: "Demonstrated commitment to advancing women while creating a diverse and inclusive team."



WENDY MONTGOMERY
VP, Lottery Marketing and Sales
OLG

BIO: Wendy Montgomery is a talented and versatile senior executive who has taken on increasingly senior roles in a highly successful career in marketing, sales and general management spanning three decades and four continents. Under Montgomery's leadership, the lottery business has grown from \$2.5 billion in revenue in 2007 to \$3.8 billion in 2016.

ON HOW TO RAISE YOUR VOICE: "Have your facts and communicate them clearly and rationally. I find that if women use their passion and emotion to make a case, it is often dismissed."

WHAT IT WILL TAKE TO INCREASE GENDER EQUALITY IN MY INDUSTRY: "People in positions of power have to believe that there is value in diversity in the workforce at all levels. It starts from the top. Leaders have to embrace the idea that there may be different ways for people to contribute to the goals of an organization."



Innovative, Driven, Authentic

Thank you Desirée, for inspiring our team and reminding us of the impact we have on others every day. We are so proud of you, and congratulate you on being named one of the WXN Top 100 Most Powerful Women in Canada. The SureCall Tribe!



MARY TRAVERSY
COO
CANADA POST
CORPORATION

BIO: Mary Traversy's 30-years-plus career has progressed on the strength of her work ethic, leadership abilities, desire to excel and ability to achieve positive results. In 2015, she was appointed COO, an especially critical leadership role in a company that exists to sort and deliver billions of items a year securely and on time. She leads all operational aspects of Canada Post's business and is responsible for nearly \$4 billion in annual costs. Traversy actively encourages women within and outside the corporation who aspire to executive roles.

EARLY AND LASTING LESSONS: "Always stay in learning mode."

ON HOW TO RAISE YOUR VOICE: "Pick your moment and make your point in a calm and compelling way."

WHAT IT WILL TAKE TO INCREASE GENDER EQUALITY IN MY INDUSTRY: "Stay on the path we have been on. We are seeing much greater gender equality throughout the industry."



CAROLYN WILKINS
Senior Deputy Governor
BANK OF CANADA

BIO: Carolyn Wilkins oversees the bank's strategic planning and economic and financial research, and shares responsibility for the conduct of monetary policy as a member of the bank's governing council. She is also a member of the bank's board of directors and represents the Bank of Canada on the financial stability board (FSB) plenary. She was elected chair of the FSB's regional consultative group for the Americas in 2015.

EARLY AND LASTING LESSONS: "The importance of hard work and mentoring, both as a recipient in one's early career and as a mentor for others when one's career is established."

WHAT IT WILL TAKE TO INCREASE GENDER EQUALITY IN MY INDUSTRY: "Two things: First, encouraging more young women to choose economics and finance as a career; and second, ongoing mentoring and coaching at all stages in their careers, so that they are well-positioned to seize opportunities."



PENNY WYGER
SVP, General Counsel &
Corporate Secretary
LIQUOR CONTROL
BOARD OF ONTARIO

BIO: An energetic, commercially focused senior executive who anticipates issues, solves problems and gets results, Penny Wyger has a proven ability to develop and lead teams of high-performing professionals. A key member of the senior management team, she provides counsel on a wide range of issues and also participates on numerous steering committees responsible for implementing corporate-wide initiatives. She is the executive lead on the sale of LCBO's Toronto head office lands.

EARLY AND LASTING LESSONS: "How to focus on a goal and work hard to reach it and how to creatively stick-handle my way around the obstacles and the red tape that got in my way. I also learned how to avoid being discouraged when things didn't work out exactly according to Plan A. Sometimes Plan B ends up being a very good result."

WHAT IT WILL TAKE TO INCREASE GENDER EQUALITY IN MY INDUSTRY: "End of patriarchy."



Congratulations to
PROFESSOR
ANN DALE

for being recognized as one of
Canada's Top 100 Most Powerful Women.

Ann Dale
Trudeau Fellow Alumna (2004)
Canada Research Chair (2004-2014)
Royal Roads University
School of Environment & Sustainability



Royal Roads
UNIVERSITY



Our People make a difference.

People • Culture • Capabilities

Catherine Karakatsanis, P.Eng., M.E.Sc., FEC, FCAE
Chief Operating Officer

**We congratulate Catherine Karakatsanis upon receipt of her fourth WXN Canada's Top 100 Most Powerful Women Award and her induction into WXN's Hall of Fame!
We also congratulate all of the exceptional women named in 2016.**

Catherine Karakatsanis, P.Eng., M.E.Sc., FEC, FCAE Chief Operating Officer at Morrison Hershfield

Joining Morrison Hershfield as a structural engineer, Catherine successfully progressed through a series of roles that exposed her to extensive engineering and management experience. As COO, she is responsible for domestic and international operations while providing business leadership and engaging staff to leverage their collective strengths.

Catherine represents all of Morrison Hershfield's employees who share our vision: to provide engineering solutions that make a difference.

#WomenInEngineering

Top 100 Awards given to Catherine by the Women's Executive Network™

2013 KPMG **Professionals** Category

2014 Accenture **Corporate Directors** Category

2015 Sun Life Financial **Trailblazers & Trendsetters** Category

2016 Scotiabank **Corporate Executives** Category and WXN **Hall of Fame**

As an employee-owned firm, Morrison Hershfield knows our people make us different. Our unique culture attracts exceptional talent with an entrepreneurial spirit and a personal drive to excel. Our collegial energy drives innovation on world-class projects and limitless opportunities for personal growth.

Are you one of us? Find out by visiting morrisonhershfield.com.

SUN LIFE FINANCIAL Trailblazers & Trendsetters Awards

Recognizing women who are first in their field and have made a great contribution to Canadian society



**DR. SUE
ABU-HAKIMA**
Co-Founder & CEO
**AMIKA MOBILE
CORPORATION**

BIO: During her 34 years in technology, Dr. Sue Abu-Hakima has proven herself to be an exemplary industry leader, employer and pioneer. She holds 30 international patents in automatic content analysis and critical and emergency communications which have been cited by global companies such as Google, Microsoft and Cisco. Amika Mobile is her second startup and was selected for 2015 US Govies and 2016 Platinum Award for outstanding product in emergency communications.

EARLY AND LASTING LESSONS: “Work hard, aim high, achieve and believe in yourself!”

ON BEING DESCRIBED AS POWERFUL: “I love it!”

WHAT IT WILL TAKE TO INCREASE GENDER EQUALITY IN MY INDUSTRY: “More women in tech need to speak up and raise their voices, as we are doing now. More women need to get on boards. More women need to be entrepreneurs and not be afraid.”

WHO I'D TRADE PLACES WITH FOR JUST ONE DAY: “Elon Musk. He is a great innovator. I would change the world!”



**ANDREA COHEN
BARRACK**
CEO
**ONTARIO TRILLIUM
FOUNDATION**

BIO: A transformative leader, Andrea Cohen Barrack has a demonstrated history of both developing strategies that promise positive change and leading others to deliver on those promises. She joined OTF following a distinguished career in community health care, most recently as CEO of Unison Health and Community Services. A long-time volunteer, Cohen Barrack serves as the chair of International Planned Parenthood Federation, Western Hemisphere region, and is a mentor with CivicAction DiverseCity Fellows.

EARLY AND LASTING LESSONS: “Recognizing that success is not linear; it’s messy. Being able to work towards a future goal when the path is ambiguous, when there are setbacks, when you fail or when you aren’t sure how to proceed, this perseverance with an optimistic attitude is critical for achievement in a complex world.”



DIANNE CARMICHAEL
Managing Director, Health
Innovation & Ventures
MARS DISCOVERY DISTRICT
CEO
CARMICHAEL WORLDWIDE INC.

*Nominated as:
Managing Director,
Health Innovation & Ventures,
MaRS Discovery District*

BIO: Award-winning executive Dianne Carmichael has held multiple roles as senior executive, CEO, entrepreneur, intrapreneur and investor in a wide range of industries including consumer-packaged goods, technology, financial services and health care. In 2004, Dianne’s father was diagnosed with cancer, which inspired her to leave Bay Street and become a champion for patients and lead health transformation through disruptive innovation, digital technology and a patient-centred focus.

EARLY AND LASTING LESSONS: “Teamwork is essential. You lead others through warmth, inspiration, passion and a clear articulation of a vision.”

WHAT IT WILL TAKE TO INCREASE GENDER EQUALITY IN MY INDUSTRY: “I’ve successfully transitioned to five industries, rising to CEO in three. In none did I feel limited by my gender; I have always seen myself simply as an individual with a drive to succeed and conducted myself as such while simultaneously embracing my femininity.”



NATALIE DAKERS
President & CEO
**ACCEL-RX HEALTH
SCIENCES ACCELERATOR**

BIO: A leader in the Canadian biopharmaceutical industry, Natalie Dakers founded health innovation fund Accel-Rx — a national centre of excellence for commercialization and research — to provide seed capital and expertise to early-stage companies. She has built her career founding, growing and supporting the creation of a number of health ventures. Dakers is a board member of BIOTECanada and Augurex Inc. and is an adjunct professor in UBC’s Faculty of Pharmaceutical Sciences.

ON BEING DESCRIBED AS POWERFUL: “Powerful is a great word to be associated with, if it means that you are being influential, dynamic, effective and not authoritarian, dominant, forceful. I like to think of myself as leading by example and bringing a team together that believes in the overall mission and thus driven with a shared vision.”



DR. IMOGEN COE
Dean, Faculty of Science
RYERSON UNIVERSITY

BIO: A renowned researcher and spokesperson for equity and inclusivity, Dr. Imogen Coe turned a lifelong passion for science into a remarkable career of groundbreaking research into cancer chemotherapeutics and advocacy for the role of women in the sciences. Her passion and commitment to support girls and women in STEM (science, technology, engineering and mathematics education), along with her strong evidence-based arguments, has made Coe an in-demand keynote speaker.

WHAT IT WILL TAKE TO INCREASE GENDER EQUALITY IN MY INDUSTRY: “Academia and science need to acknowledge that there are systemic issues (implicit bias, cultural conditioning) that limit full engagement by girls and women in STEM. [We need to adopt] best practices from other countries (like the Athena SWAN program in the U.K.). More men need to become vocal allies and advocates for increased equity in STEM. Institutions and organizations need to be held accountable.”



DR. ANN DALE
Professor, Trudeau Fellow
Alumna, Canada Research
Chair (2004–2014)
**ROYAL ROADS
UNIVERSITY**

BIO: Dr. Ann Dale has received national and international recognition for her research of sustainable community development, serving as the Royal Roads’ Canada research chair in this field for 10 years. She is an environmental activist and innovator who leads MC3, a climate change adaptation and mitigation research program studying best practices and innovations throughout British Columbia.

EARLY AND LASTING LESSONS: “That it is never about yourself but about getting the work done and making a difference, no matter how small.”

WHAT IT WILL TAKE TO INCREASE GENDER EQUALITY IN MY INDUSTRY: “Fifty per cent gender parity on all private and public sector boards.”

ON HOW TO RAISE YOUR VOICE: “Be sure of your facts, listen actively to other perspectives, bridge the conversation and add your voice.”

WHO I'D TRADE PLACES WITH FOR JUST ONE DAY: “Margaret Atwood.”



MARY DEACON
Chair, Bell Mental Health Initiative
BELL

BIO: A passionate advocate and leader in the mental health community, Mary Deacon has an established track record of bringing people and ideas together for positive change. She assumed her role as chair of Bell Let's Talk, the largest-ever corporate initiative of its kind in Canada, after a 25-year career in the philanthropic sector, including 10 years as the inaugural president of the Centre for Addiction and Mental Health Foundation.

ON BEING DESCRIBED AS POWERFUL: "For me, powerful means empowering others. Great things can be accomplished when people are empowered to be part of making the world a better place."

ON HOW TO RAISE YOUR VOICE: Raising your voice is about being heard. Creating the conditions for being heard is about culture and respect and recognizing that diversity of viewpoint results in better-informed decision-making.



DR. RUTH ANN MARRIE
Professor, Medicine & Community Health Sciences; Director, Multiple Sclerosis Clinic
THE UNIVERSITY OF MANITOBA

BIO: Dr. Ruth Ann Marrie's research could lead to innovations in care for people living with multiple sclerosis (MS). She first developed an interest in MS when she was a resident at McGill University and the world-renowned Montreal Neurological Institute. Marrie now directs the provincial Multiple Sclerosis Clinic in Manitoba, serves as the scientific director of the world's largest self-report registry for MS (NARCOMS), leads a large research program, and serves on several national and international committees.

WHAT IT WILL TAKE TO INCREASE GENDER EQUALITY IN MY INDUSTRY: "In academics, we need to do a better job of mentoring young women from the earliest stages of their careers. We need better mechanisms to account for breaks due to child-rearing that do not derail these careers. Senior leadership needs to actively encourage more women to take leadership positions."



DR. ANNEMIEKE FARENHORST
Professor, Department of Soil Science, Faculty of Agricultural and Food Sciences; Prairie NSERC Chair, Women in Science and Engineering
THE UNIVERSITY OF MANITOBA

BIO: Dr. Annemieke Farenhorst is the principal investigator of the NSERC CREATE H2O program for First Nations water and sanitation security. This program is the first science and engineering research training program in Canada that combines indigenous theory with technical water and wastewater management training. Dr. Farenhorst is also the founder of the Integrated Collaborative Academic Network for Women in Science and Engineering (ICAN-WISE) scholarship program.

ON BEING DESCRIBED AS POWERFUL: "Surprised, grateful and proud."

ON HOW TO RAISE YOUR VOICE: "Explain your point, several times and in different ways."

WHAT IT WILL TAKE TO INCREASE GENDER EQUALITY IN MY INDUSTRY: "More women in leadership positions."

WHO I'D TRADE PLACES WITH FOR JUST ONE DAY: "Justin Trudeau. I'd set up a task force to end the First Nations drinking-water crisis."



DR. LINDA MAXWELL
Founding & Managing Director
BIOMEDICAL ZONE, RYERSON UNIVERSITY

BIO: Dr. Linda Maxwell is a change-maker with a passion for the advancement of medicine and health care through innovation, entrepreneurship and cross-disciplinary collaboration. To her latest role advising health startups, she brings her experience as a surgeon but also as someone who's helped commercialize research and manage angel investment networks.

WHAT IT WILL TAKE TO INCREASE GENDER EQUALITY IN MY INDUSTRY: "At the entry level, medical and surgical training programs could increase training options and work flexibility for women to allow for family considerations. At the management and executive level, the industry could cultivate its leaders and rising stars to be better mentors."

WHO I'D TRADE PLACES WITH FOR JUST ONE DAY: "Justin Trudeau. As leader of our great country, I would relish the opportunity to meet some of the remarkable leaders, innovators, thinkers and philanthropists he must meet. I would attend the state dinner that Mr. Obama would throw for me!"



INEZ JABALPURWALA
President & CEO
BRAIN CANADA FOUNDATION

BIO: Inez Jabalpurwala has led the Brain Canada Foundation, a national non-profit that supports brain research, since 2001. Under her leadership, the organization has earned recognition from the Conference Board of Canada/Spencer Stuart Awards in Governance. The federal government also committed \$100 million in matched funding to establish a public-private partnership, the Canada Brain Research Fund. She is committed to civic engagement and mentorship, and currently serves as a director of several education, health and women's organizations.

EARLY AND LASTING LESSONS: "The importance of teamwork — enrolling partners and collaborators to achieve a collective vision and a collective 'win.' The value of an arts education to develop critical thinking and writing skills."

ON BEING DESCRIBED AS POWERFUL: "Power has a lot to do with making connections. I see my own power as the ability to have forged deep and long-standing relationships based on mutual respect and common goals."



SANDRA OLDFIELD
President & CEO
TINHORN CREEK VINEYARDS

BIO: It wasn't until she landed a job at a vineyard that Sandra Oldfield discovered her passion for the wine industry. That realization led her to the University of California Davis, where she met her now-husband, Kenn Oldfield, who had just purchased Tinhorn Creek Vineyard in British Columbia's Okanagan Valley and was in search of a winemaker. She became CEO in 2010, has grown production to 40,000 cases and made her mark with their premium reserve line of wines.

EARLY AND LASTING LESSONS: "If you need help, ask for it. Face issues head on. If you don't start long-term goals now, you'll never realize them."

WHAT IT WILL TAKE TO INCREASE GENDER EQUALITY IN MY INDUSTRY: "More women focusing on finance and human resources would make them more valuable in the wine industry. Often, women with technical backgrounds (i.e. winemaker) will hit a ceiling."



NATHALIE TESSIER

Canadian Managing
Partner, Audit
DELOITTE LLP

*Nominated as: Canadian
Managing Partner, Quality
& Risk Management,
Deloitte LLP*

BIO: In addition to being managing partner, Nathalie Tessier is also a member of the Canadian firm's executive team and the global audit leadership team. She has a passion for helping women succeed and has been both the leader of the Deloitte's Women's Network in Quebec and responsible for Deloitte diversity programs.

EARLY AND LASTING LESSONS: "Nothing is impossible. We need to start with a 'yes' response and work on how to accomplish things versus being bound by existing constraints."

ON HOW TO RAISE YOUR VOICE: "Be confident but not arrogant; demonstrate your commitment to the greater/overall good and position your commentary in this manner. Help people see the bigger picture, where you are coming from and why. You'll be seen as more than a 'yes' person."



NATASHA WALJI

Head of Industry,
Branded Apparel
GOOGLE

BIO: Natasha Walji joined Google in 2010, holding various management roles in strategy and operations, finance and sales in both New York and Toronto. Before Google, Walji was a senior engagement manager with McKinsey & Company and, prior to consulting, she was a software developer. She currently serves on the boards for Ronald McDonald House Canada and Until the Last Child.

EARLY AND LASTING LESSONS: "Intrinsic motivation fuelled with meaningful purpose (e.g. to serve humanity) is more valuable than IQ to achieve your dreams."

ON BEING DESCRIBED AS POWERFUL: "It is such an honour to be on this list. From my perspective, the word powerful is in reference to all the powerful influences that have shaped who I am."

ON HOW TO RAISE YOUR VOICE: "I often find asking powerful, thought-provoking questions can be one of the most effective ways to raise your voice and to get others to revisit their perspective (through their own reflection)."



**CHRISTINE
WHITECROSS**

Lieutenant-General
CANADIAN FORCES

BIO: A chemical engineer by training, Lieutenant-General Christine Whitecross began her distinguished career in the Canadian Forces in 1982, with successive postings across Canada, Germany, Yugoslavia and Afghanistan. A Commander of Military Merit award winner, she was awarded the United States Defense Meritorious Service Medal and a WXN Canada's Most Powerful: Top 100 award in 2011. She was promoted to her current rank and role in 2015.

EARLY AND LASTING LESSONS: "The importance of bringing a team together and understanding the shared objective."

ON HOW TO RAISE YOUR VOICE: "Ensure your opinion/point is relevant and thoughtfully expressed."

WHAT IT WILL TAKE TO INCREASE GENDER EQUALITY IN MY INDUSTRY: "Increased inclusivity, more gender-blind policies and increased numbers of women at all rank levels."

Congratulations
Natalie Osborne

Chief Strategy Officer, 9 Story Media Group

The entire 9 Story Team congratulates **Natalie Osborne** on being recognized by WXN as one of **Canada's Top 100 Most Powerful Women**. Natalie has been a significant driver of our dramatic growth over the last decade, helping transform 9 Story into one of the world's leading independent producers and distributors of children's content.



INCLUSION VANGUARD AWARD

Deloitte.

“

It is time for parents to teach young people early on that in diversity there is beauty and there is strength.

— *Maya Angelou*

”

For almost 20 years, the Women’s Executive Network (WXN) founder Pamela Jeffery raised her voice for a cause she believed would make our country stronger: improving the development and recognition of female leaders across Canada. Along the way, she didn’t just drive change. She formed a legacy.

Inspired by that legacy, current WXN CEO/owner Sherri Stevens created a new category for this year’s Top 100 Awards. The Inclusion Vanguard Award, presented by Deloitte, is a tribute to Canadian leaders, both female and male, recognizing those who have made an impact on the diversity and inclusion landscape of our country. Those who have made us stronger.

Under the leadership of Stevens, WXN and the Canadian Board Diversity Council (CBDC) are continuing Jeffery’s legacy but also beginning a new chapter that expands the organization’s mandate to broader inclusion initiatives.

The first page of that new chapter begins with the inaugural Inclusion Vanguard Award winner, an incredible champion and advocate who has brought forth change not just within her own organization but for her community at large.

On the evening of the awards gala, Stevens and Jeffery will together present this award to Sandra Stuart, president and CEO of HSBC Canada. The award is meant to celebrate the beauty and strength of her accomplishments with respect to diversity and inclusion in the workplace. And, of course, to inspire more of it.



SANDRA STUART

President & CEO

HSBC BANK CANADA

With more than 30 years of experience, Sandra Stuart is a seasoned banking professional with a broad range of skills and a proven track record of delivery in both international and domestic capacities. Joining the bank in 1982, she has held a number of progressively senior roles in Canada and abroad, including in the United States and Brazil, and also serves on the board of HSBC Bank Canada and as the chair of the board for HSBC Global Asset Management (Canada) Limited. Stuart has been active in her community, serving as a member of University of British Columbia’s (UBC) Sauder School of Business faculty advisory board and the leadership co-chair for the United Way of the Lower Mainland. She has been recognized by the Association of Women in Finance for excellence in the private sector, by WXN as one of Canada’s Most Powerful Women: Top 100, and BC Business as one of British Columbia’s most influential women.

2016 HALL *of* FAME

RECOGNIZING WOMEN WHO HAVE WON THE
TOP 100 AWARD FOR THE FOURTH TIME



LISA BORSOOK
EXECUTIVE PARTNER, WEIRFOULDS LLP

BIO: Recognized as a leading lawyer in Canada, Lisa Borsook is one of the few women to have served as a managing partner of a law firm in Canada. She is a frequent writer and speaker on the retention of women in the legal profession and is a member of the Law Society of Upper Canada's equity advisory group. In addition to her professional responsibilities, Borsook has been involved with a number of charities and currently serves on the board of the Women's Brain Health Initiative.

ON BEING DESCRIBED AS POWERFUL: "Any word that describes women in terms of positive strength — powerful, ambitious, influential, determined, relentless, focused — are all good terms. In the context of my accomplishments in advancing the interests of women generally and in the legal profession, that word is just terrific."



SHAUNEEN BRUDER

EVP, OPERATIONS, PERSONAL AND
COMMERCIAL BANKING, RBC

*Nominated as: EVP,
Canadian Banking Operations, RBC*

BIO: Work hard. Do your homework. Be prepared. Treat others the way you want to be treated. These are the simple lessons that have guided Shauneen Bruder up the ranks at RBC, where she is accountable for operations related to all personal and business clients in Canada and helps oversee day-to-day management of RBC globally.

ON HOW TO RAISE YOUR VOICE: "Frame your input in the context of the lens of those in the room."

WHO I'D TRADE PLACES WITH FOR JUST ONE DAY: "Queen Elizabeth I, to see how far we have come as female leaders. She survived and thrived for decades in an unforgiving era in which there were no role models or peers. I would love to have delivered her speech at Tilbury in August 1588 — such impact and influence from a woman in such an unexpected time and place."

ALLISON GRAFTON

PRESIDENT & PARTNER,
ROCKWOOD CUSTOM HOMES

BIO: Dynamic, tenacious, go-getter — these are just a few apt adjectives to describe Allison Grafton. In 2009, she left a successful career as an investment banker to pursue her passion for home renovation and construction, launching a luxury boutique custom and multi-home builder. Today, more than 50 homes and \$125 million in gross sales later, Rockwood Custom Homes is one of the busiest, well-regarded and popular luxury custom homebuilders in Calgary.

EARLY AND LASTING LESSONS: “To accept myself, embrace my gifts and not beat myself up when things didn’t go my way. This self-acceptance and development is key to how I’ve shaped my life, and how I’ve allowed life to shape me.”

ON BEING DESCRIBED AS POWERFUL: “I like it. It’s accurate. Every single person has his or her own power. We shouldn’t shy away from this power but, rather, embrace it and everything that comes with it.”



DEBBY CARREAU

CEO & FOUNDER, INSPIRED HR LTD.

BIO: Debby Carreau is a proven leader, helping businesses deliver superior results by making better decisions about human capital. Inspired HR, which provides human resources support for more than 300,000 employees for clients across North America, was recently recognized as Canada’s Top HR consultancy. Carreau is also the author of *The Mentor Myth: How to Take Control of Your Own Success*, and a founding partner, master moderator and platform partner for Sheryl Sandberg’s Lean In foundation.

ON HOW TO RAISE YOUR VOICE: “Command attention through confident, assertive phrases and strong, open body language. Use phrases like, “I hear you, and here is another perspective,” or “I am going to play devil’s advocate for a moment.”

WHAT IT WILL TAKE TO INCREASE GENDER EQUALITY IN MY INDUSTRY: “Remote and flex work options and measuring performance by objectives and deliverables. This removes subjective measures, where unconscious bias gets in the way.”



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Command attention through confident, assertive phrases and strong, open body language. Use phrases like, ‘I hear you, and here is another perspective,’ or ‘I am going to play devil’s advocate for a moment.’

”

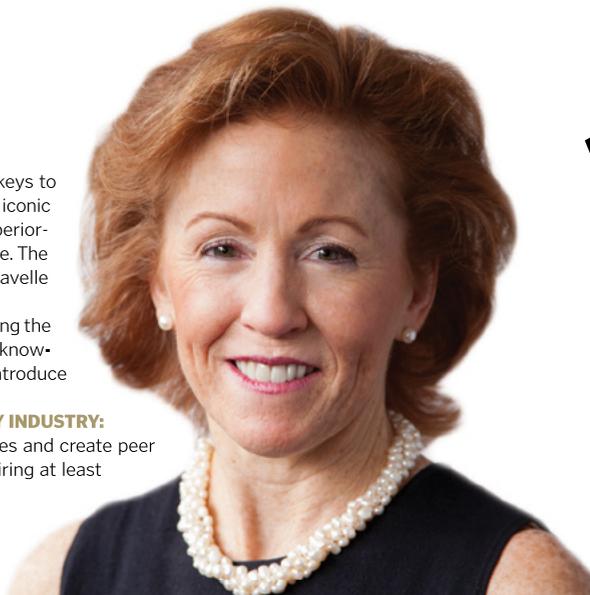
KAREN FLAVELLE

CEO, PURDYS CHOCOLATIER

BIO: A passion for quality, tradition and chocolate have been keys to Karen Flavelle’s success re-invigorating one of Vancouver’s most iconic companies. Her mission for Purdys is to provide fabulous superior-quality chocolates and service, made possible by fantastic people. The result: Purdys is in growth mode, with both the company and Flavelle getting recognized with numerous industry awards.

ON HOW TO RAISE YOUR VOICE: “Use the Aikido method of using the energy of other views, while re-directing to a different view. Acknowledge the value of the majority view or some part of it, then introduce the alternative view and why it would be better.”

WHAT IT WILL TAKE TO INCREASE GENDER EQUALITY IN MY INDUSTRY: “Train women in the skills, expectations, attitudes of executives and create peer groups made up of people from different companies and requiring at least two women per peer group.”



2016 HALL^{of} FAME

CONTINUED



BENITA WARBOLD

SENIOR MANAGING DIRECTOR & CFO,
CANADA PENSION PLAN INVESTMENT BOARD

BIO: With over 30 years of finance experience, Benita Warmbold is responsible for the finance, legal and compliance functions at Canada Pension Plan Investment Board. She previously held senior positions with KPMG, the Canada Development Investment Corporation and Northwater Capital, Management Inc. Selected by the Canadian Board Diversity Council for its first-ever Diversity 50, Warmbold is also active on several boards.

EARLY AND LASTING LESSONS: “Value your integrity; value your reputation. Establish your own set of ethical principles and apply them at all times.”

WHAT IT WILL TAKE TO INCREASE GENDER EQUALITY IN MY INDUSTRY: “Focus on a culture that is inclusive, collaborative and collegial. Commitment to recruiting the best. Insist on a gender-balanced short list before making a decision.”

WHO I'D TRADE PLACES WITH FOR JUST ONE DAY: “Theresa May, so I could phone the EU and tell them I didn't mean it. Or, José Bautista, so I could hit a World Series game-clinching home run and do another memorable bat flip.”



ROBERTA JAMIESON

PRESIDENT & CEO, **INDSPIRE**

BIO: Roberta L. Jamieson is a Mohawk woman from Six Nations of the Grand River Territory in Ontario, where she still resides. She was the first woman from a First Nation to earn a law degree, the first woman ombudsman of Ontario, and the first woman elected chief of the Six Nations of the Grand River Territory. Under her leadership, Canada's premier indigenous-led charity launched a recognition program for educators of indigenous students, developed the K-12 Indspire Institute to increase K-12 success and launched a \$20 million fundraising campaign to support its bursaries and scholarship awards program.

EARLY AND LASTING LESSONS: “The importance of knowing who you are. In my case, this meant awareness of the history of my people, cultural values and ways of knowing.”

WHAT IT WILL TAKE TO INCREASE GENDER EQUALITY IN MY INDUSTRY: “For indigenous women, greater financial support and access to education that honours their indigenous identity and opens up opportunities for them to make their rich contributions to society.”



CATHERINE KARAKATSANIS

COO, **MORRISON HERSHFIELD GROUP INC.**

BIO: Award-winning Catherine Karakatsanis, who is also on the board of directors at Morrison Hershfield Group Inc., has successfully moved through a series of roles with extensive engineering and management experience at the employee-owned consulting engineering and management firm. As COO, she is responsible for domestic and international operations, providing business leadership and overseeing 850 professionals.

EARLY AND LASTING LESSONS: “As a student in Western University's engineering program, one of only a handful of female students at that time, I gained confidence in my abilities and developed leadership skills that have stayed with me. I was able to do so not only because of the excellent education I received but also because the faculty created an atmosphere that was incredibly supportive and inclusive, and was oriented toward success of the individual, whether you were male or female.”



DANA HAYDEN

PRESIDENT, HAYDEN CONSULTING SERVICES

BIO: Dana Hayden is an award-winning leader with 30 years' experience in the public sector and a proven track record for leading corporate and business unit turnarounds, building successful management teams and improving performance. Through Hayden Consulting Services, she provides expertise for private and public organizations. Hayden is currently chair of the board of Partnerships B.C.

EARLY AND LASTING LESSONS: "Be curious, trust your instincts and question what doesn't seem right."

WHAT IT WILL TAKE TO INCREASE GENDER EQUALITY IN MY INDUSTRY: "More women in senior roles. This may seem like a circular answer, but the more women there are in senior roles, the more women they hire and inspire."

JANICE MCDONALD

PRESIDENT, THE BEACON AGENCY

BIO: An award-winning serial entrepreneur with expertise in the music industry, apparel/accessories and startups, Janice McDonald is a connector and story-teller. She drove the financial turnaround and re-branding of Women in Communications and Technology, and was recognized this year with the Chairs Award for Distinction for her work transforming the organization.

EARLY AND LASTING LESSONS: "The pace of change in business is rapid and constant. My curiosity and interest in continuous learning has been a protective factor in my career. Not being afraid to ask questions is a lesson I learned early and continue to apply daily."

ON BEING DESCRIBED AS POWERFUL: "I grew up watching Wonder Woman! Women are powerful, so I am completely comfortable with the word. If it means I can continue to effect positive change, all the better."



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The pace of change in business is rapid and constant. My curiosity and interest in continuous learning has been a protective factor in my career. Not being afraid to ask questions is a lesson I learned early and continue to apply daily.

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WENDY LISOGAR-COCCHIA

CEO, ABSOLUTE SPA GROUP / CREW MANAGEMENT LTD.

BIO: Recently described by Chris Gailus on Global B.C.'s 6 p.m. news as "a force of nature," Wendy Lisogar-Cocchia is driven by her desire to make her community a better place to live, work and raise a family. She has grown the award-winning Absolute Spa group into Canada's largest independent spa chain, serves as the Vancouver Board of Trade's fifth and youngest female chair, and co-founded the Pacific Autism Family Centre Foundation, which opened a series of centres linking families to much-needed resources this fall.

ON BEING DESCRIBED AS POWERFUL: "I absolutely love it! 'Powerful' should be applied to women and their accomplishments more often."

WHAT IT WILL TAKE TO INCREASE GENDER EQUALITY IN MY INDUSTRY: "It is vital we establish parental leave policies that allow new parents to take longer leave and work fewer hours in the crucial first few months after childbirth."